

## NEWS SUMMARY

### GENERAL

**Bokassa**  
aids as  
troops  
move in

Paramilitary gendarmes arrived at the French air base where deposed Central African Emperor Jean Bokassa was confined aboard a parked airliner, raising speculation that an attempt might be made to remove him by force.

As French authorities tried to persuade another country to grant him refuge, Mr. Bokassa stayed aboard his personal Caravelle aircraft which landed at Bayroux, 60 miles from Paris, on Friday. With him were his personal aide and a three-man crew.

His entourage were allowed to spend the night in billets on the base and French officials said they were free to be repatriated to the restored Central African Republic today. But the deposed President was declared in France to be "undesirable."

Page 4

### Callaghan wins few backers

Efforts by moderate union leaders Bill Sires and Terry Duffy to mount a campaign of support for Labour leader James Callaghan against Left-wing attacks are gaining little backing among other union moderates.

Many believe that Mr. Callaghan has overplayed his hand and others are determined to keep out of Labour Party squabbles. Back Page

### Nuclear row

Cracks found in vital reactor parts are threatening to delay France's nuclear power programme. The country's two leading trade unions urged the Government not to commission three new plants until the faults can be checked. Page 2

### Poser for ITV

Independent television executives may attempt to transmit new autumn programmes if six-week-old strike which lacked out ITV screens is settled soon. Programming will decide this week if to mount a makeshift schedule. Page 4

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Investigative guerrillas. He was the  
a high-ranking Spanish  
murdered in four days.  
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**Taraki 'alive'**  
lau Former Afghanistan President  
nefug Mohammad Taraki, who  
had been reported killed in a  
gun battle ten days ago, was  
alive but too sick to serve as  
head of state, said the  
country's new leader. Mr.  
Hafizullah Amin. Asked what  
was wrong with Mr. Taraki,  
he said: "I am not a doctor."

### Hope for rhinos

China has agreed to abide by the convention on international trade in endangered species, a decision that may save East Africa's rhinoceros herds from extinction. China takes more than half the world's supply of rhinoceros horn, an ingredient in medicines and aphrodisiacs.

### Briefly . . .

Detectives from Scotland Yard's art and antiques squad are hunting three thieves who stole gold statuette worth £500,000 from London saleroom. Guerrillas loyal to ousted Premier Pol Pot claimed to have killed six Soviet military advisers in Kampuchea.

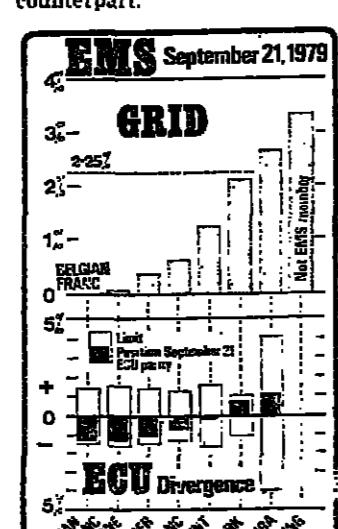
### BUSINESS

**D-mark**  
may  
overtake  
lira

**FOREIGN** exchange trading was dominated by the weakness of the dollar last week. The D-mark remained the second strongest currency in the European Monetary System and threatens to overtake the Italian lira as the top currency. Since the D-mark has a much smaller margin of movement than the lira this continues to create strains within the system.

The authorities in France and Holland have few problems at present, although Paris interest rates remained firm and an outside possibility of a rise in the Dutch discount rate in the near future was mentioned. The Danish krone was helped by the rise in Denmark's discount rate to 11 per cent at the beginning of the week, leaving the Belgian franc the weakest member of the EMS once again.

The fall of sterling left the Irish punt close to parity with its British counterpart.



## Overseas banks increase lending to UK industry

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

U.S. banks based in London now account for more than a fifth of all lending to manufacturing industry in the UK, according to official figures published this morning.

The Bank of England's quarterly analysis of bank lending to UK residents confirms the D-mark remained the second strongest currency in the European Monetary System and threatens to overtake the Italian lira as the top currency. Since the D-mark has a much smaller margin of movement than the lira this continues to create strains within the system.

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The figures highlight the big increase in the impact of foreign—and especially U.S. and Japanese—banks on domestic banking in the last decade. More than 250 foreign banks are directly represented in London. About 60 of them are from the U.S.

Most have only one office, and even the biggest have only a handful of outlets. In contrast, the London clearers have more than 8,500 branches.

Because of their relatively small number of retail outlets, the overseas banks have concentrated on aggressive lending to industry and services rather than to individuals. They have

won a large share of the market. The clearers have continued to dominate the market in lending to private individuals and to sectors such as agriculture and construction.

The foreign banks' share of total lending to UK residents—in both sterling and foreign currencies—is, at about 27 per cent, less than their proportion of manufacturing and service business.

The Japanese banks have been particularly active in lending to non-retail distribution. They made 23.5 per cent of total advances to this sector in mid-August. This is partly associated with financing importers and distributors of Japanese goods in the UK.

Total sterling advances and acceptances (commercial bills) to UK residents rose by £3.47bn in the three months to mid-August—an increase of 9.1 per cent. This compares with a rise of £1.94bn in the previous three months.

But seasonal factors inflated lending to the private sector (the bulk of the total) by some £260m between May and August, whereas these influences depressed lending by

roughly £500m in the previous three months.

The increase in lending was widespread between May and August, reflecting the impact both of the consumer boom and the upturn in industrial activity from the depressed winter conditions.

In the last week or so, some leading City analysts have been talking about possible signs of an easing in the demand for credit, particularly by the personal sector.

The evidence so far is tentative. Several banks believe that industry's borrowing will continue to grow strongly at least until the New Year, partly because of an involuntarily rise in stock levels. The personal demand for credit will depend on the response to the autumn tax rebates and on pre-Christmas spending.

In the May to August period, lending to manufacturing rose by 8.5 per cent. Advances to hire purchase finance houses jumped by 15.5 per cent, and lending to individuals rose by 10.3 per cent, both no doubt associated with the pre-Budget consumer boom.

In the 12 months to mid-August, total sterling lending to UK residents rose by 26 per cent.

Bank advances table Page 16

## CBI warns Government on union law change

BY CHRISTIAN TYLER, LABOUR EDITOR

THE CBI has warned the Government not to change the law so that companies can sue trade unions which prevent them from delivering goods or taking delivery of supplies.

This proposal, presented to unions and employers as an "option" by Mr. James Prior, Employment Secretary, is strongly supported by senior Conservative lawyers.

The CBI's unease suggests that this option could be dropped from the Government's agenda. It follows similar representations by the Engineering Employers Federation. The TUC has protested that the proposals represent a threat to the right to strike.

The Confederation's latest views, published today, are designed to influence the Bill on trade union reform that Mr. Prior plans to publish about November.

At present trade unions who take industrial action which results in firms being in breach of commercial contracts cannot be sued in tort for damages.

The Government would like to change that to clamp down on blacking, boycotting or other "secondary" action.

A survey of CBI members shows that a more limited proposal, for curbing secondary picketing, is widely supported.

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## WORLD TRADE NEWS

### Chinese imports of capital goods 'may reach \$35bn'

TOKYO — China will need to import about \$35bn (£16bn) worth of capital goods in the next six years for its modernisation plan, the Japanese Foreign Ministry has estimated. Of the total, about \$8bn is to be spent on industrial plant from Japan. The Ministry based this estimate on a survey produced by a private Japanese economic research institute.

The estimate is superior to an earlier one month ago, and includes hydroelectric power stations, railways and industrial plants.

According to the estimate, China's investment in about 120 modernisation projects should reach some \$75bn, of which \$35bn is likely to be

spent abroad on plant.

The prospective Chinese plant purchases for the plan are likely to be concentrated in the period from 1980 to 1983.

● The semi-official Japanese Export-Import Bank said official loans supplied by the bank under Japan's emergency import programmes totalled \$3.82bn as of the end of last month.

The total comprised \$1.71bn of enriched uranium, \$100m of iron ore pellets, \$60m of non-ferrous metals, \$60m of ships and \$970m of aircraft, all for leasing abroad.

Bank officials and total loans under the special foreign currency lending system for emergency import financing, due to end this month, are expected to reach \$3.7bn, close to the original \$4bn target.

Agencies

### Japanese carrier raises Airbus, DC-9 orders

By CHARLES SMITH, FAR EAST EDITOR IN TOKYO

THE SMALLER of Japan's two internal air carriers, TDA Domestic Airlines, has ordered three more A-300 European Airbuses, following its initial purchase of six last May, it was announced on Saturday.

TDA, the first Japanese airline for more than a decade to buy European aircraft, opted for the Airbus after a 12-month evaluation process during which a close study was made of the relative merits of the A-300 and the DC-10.

The A-300 was chosen as

being more suitable for the high density short-haul routes which TDA operates between major Japanese cities.

TDA's three additional A-300s will cost \$120m (£55.7m) and will be due for delivery in 1983, following the delivery of the initial six aircraft in 1981 and 1982.

The airline is also expected to place orders in the near future for three DC-9 Series 30 aircraft. Five DC-9s were ordered earlier by TDA.

### World Economic Indicators

INDUSTRIAL PRODUCTION						
	Aug. '79	July '79	June '79	Aug. '78	% change over previous year	Index
U.S.	150.9	152.6	152.3	139.9	+ 7.9	1975=100
UK	116.4	117.1	114.7	111.7	+ 4.6	1975=100
Holland	122.0	125.0	121.0	123.0	- 2.8	1970=100
Germany	112.4	132.9	126.5	105.2	+ 6.8	1970=100
France	132.0	132.0	130.0	126.0	+ 4.8	1970=100
Italy	134.8	140.8	128.8	127.8	+ 5.5	1970=100
Belgium	123.9	127.8	126.6	119.5	+ 3.7	1970=100
Japan	129.3	128.7	128.8	122.0	+ 6.0	1975=100

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Scottish Office: 27 Castle Street, Edinburgh EH2 3DN (031 226 3401).

### LOCAL AUTHORITY BOND TABLE

Authority (telephone number in parentheses)	Annual Interest gross pay.	Life minimum of interest able	Life sum bond	Year
Barnsley (0226 203232)	12	1-year	250	3-5
Barnsley (0226 203232)	12½	1-year	250	6-10
Burnley (0352 25011)	12½	1-year	500	5-7
Grtr. Manchester (061 247 3750)	12	1-year	1,000	2-3
Kirklees (0484 22123)	12	1-year	500	1
Kirklees (0484 22123)	12½	1-year	500	2
Knowsley (051 545 6555)	12½	1-year	1,000	5-7
Knowsley (051 545 6555)	12½	1-year	1,000	1
Oldham (061 675 4917)	12½	1-year	500	1
Oldham (061 675 4917)	12	1-year	500	2-3
Redbridge (01 478 3020)	11½	1-year	200	4-5
Redbridge (01 478 3020)	12½	1-year	200	5-7

### SHIPPING REPORT

#### VLCCs in demand but rates fall slightly

By Lynton McLean

THE SWF was active trading in most of the oil markets last week with prospects that the demand for large tankers may continue, at least to the end of the month.

Very large crude carriers were in demand with most of the inquiries coming from Italy, France, the U.S. and Japan. However, rates fell rather than improved towards the end of the week and Shell, in the market for a 250,000-ton vessel, may succeed in cutting the rate from an expected Worldwide 50 to Worldwide 47.

London brokers said Total and Elf dominated the market and demanded cuts in rates. Elf chartered a 205,000-ton vessel at Worldwide 45 for business between the Gulf and Europe.

Up to 6.5m tons of crude is expected to be moved out of the Gulf between now and the end of the year. Nineteen VLCCs and ULCCs are expected to be involved in the shipments.

The Mediterranean and the west African markets were less active than the Gulf, but rates remained high, particularly for cargoes to be moved out of Nigeria. The Caribbean Sea area also had rising rates.

Brokers also said that there was activity in the period chartering market. Vessels with 100,000 dwt and 150,000 dwt were chartered by Texaco and Sohio among other major oil companies. Texaco agreed to contracts for two years at U.S.\$3.

Further inquiries are ex-

pected, including for chartering VLCCs for over 12 month periods.

Gabriels said at the end of last week that more period charter business was signed in the first nine months of the year than in the whole of last year, and this could only be a "good omen for the near future at least."

On the bulk cargo markets, rates improved for medium-sized vessels trading in the Atlantic. Owners were reported to be more optimistic about prospects for the Far East, continued to be active. The strengthening of the Atlantic grain market also continued last week, particularly for large vessels. The rise was not steep, but the upward movement was welcomed by owners.

### CAB actions draw protest from airlines

By Michael Donne,  
Aerospace Correspondent

THE WORLD'S airlines, through the International Air Transport Association, have protested to the U.S. Civil Aeronautics Board over what they believe to be unorthodox and unreasonable actions by that body in pursuing its case against the IATA's fare-fixing methods.

Some time ago, the CAB, as the governing body of U.S. civil aviation, threatened the IATA with loss of immunity from the U.S. anti-trust laws, unless the association could prove that its fares fixing methods did not violate those laws.

Over the past year, the association, its individual member-airlines and many of their governments, have all sought to persuade the CAB that its action is not only unreasonable, but also itself violates international air agreements and trespasses upon the rights of foreign countries to conduct their civil aviation affairs in their own way.

This campaign has had some success, in that the CAB has decided to restrict its attack on the IATA to fares policies affecting airlines flying to and from the U.S.

But in another recent move, the CAB has said that in the forthcoming hearing, starting on October 22, of its case against the IATA, it will not accept any oral testimony from persons who had failed to submit written testimony during August.

### Solar units to be built in Spain

By Terry Dodsworth in Paris

THE International Energy Agency has announced two contracts for building solar electric power demonstration units in Spain worth a total of DM45m (£12m).

The two projects, to be managed for the eight participating countries by DFLUR, the West German Air and Space Agency, will be used to test two rival techniques for producing solar power.

This is one of a number of collaborative projects programmes being conducted under the IEA auspices to develop alternative energy sources which will reduce the dependence on oil.

The eight countries involved are Austria, Belgium, Germany, Greece, Spain, Sweden, Switzerland and the U.S.

One of the contracts, for a "central receiver" type of solar power plant, has been awarded to Interatom of Germany at a value of DM26m.

The second, for a DM22m "distributed collector" type plant, has gone to an international consortium which includes Aachen of the U.S., MAN of Germany and Technimex of Spain.

### COLOUR TV EXPORT CURBS

#### A bitter lesson for S. Korea

By RICHARD C. HANSON, RECENTLY IN SEOUL

SOUTH KOREA'S once booming colour television industry appears to be turning into a classic example of what happens when the industrial world decides to "protect" its markets against imports from newly industrialised developing countries.

The South Koreans had hoped to challenge the Japanese in colour television exports, and spent large amounts of money on building facilities which could compete with the Japanese electronic giants.

Three major Korean companies — Samsung, Gold Star (of the Lucky Group) and Taishan — invested an estimated \$175m in colour TV and component production facilities, giving the industry an annual capacity of 1.2m sets and 1.5m colour TV

sets on line. An orderly marketing agreement, which sharply curtailed Japanese exports to the U.S. from 1978 onwards also served to increase demand for TVs from other countries like South Korea, Taiwan and Singapore. But pressure quickly built up in the

U.S. to restrict these imports also.

South Korea, however, considers that it is being hurt more than its competitors. Japan has shifted most of its production for the U.S. market to plants in the U.S. and is able to export parts and incomplete television sets. Taiwan and Singapore, in addition to a quota for built-up models, have quotas for kits.

South Korea has neither a quota for kits (which it did not export before) nor the financial resources to invest in production facilities in the American market.

The electronic industry association now estimates that these facilities will operate this year at only 20.8 per cent of that capacity as a result of the orderly marketing agreement reached earlier this year with the U.S. The American market had absorbed 520,000 Korean sets in 1978, out of total colour TV exports of 576,000 units (South Korea itself has yet to allow colour TV broadcasting which means all production must be exported).

The orderly marketing agreement with the U.S. allows for only 288,000 sets to be imported from South Korea during a period which started last February and runs until June, 1980. In the first seven months of this year South Korea has already shipped 220,000 sets to the U.S. It is estimated that total exports this year will amount to about 350,000 units, down 35 per cent from 1978.

Colour TV exports only began in 1974, with 4,254 units exported to the American market. This increased spectacularly to 109,000 sets in 1977 and 576,000 in 1978 as new large-scale production facilities

over \$200,000 a month to meet interest payments and maintenance fees, the industry faces troubles which can only be overcome by a great deal of Government co-operation or by a change of heart in the U.S. during quota talks next month.

As an alternative to colour TV's, South Korean makers are trying to develop their own video tape recorder system (VTRs) after having been shut out of technology-sharing agreements with the Japanese. Gold Star has agreed to begin marketing these sometime next year.

It also appears doubtful that the South Koreans can catch up technologically with the Japanese. South Korean colour television makers have been dependent on Japan for about 60 per cent of components. Even by manufacturing their own picture tubes, the South Koreans have only been able to lower the ratio to about 30-40 per cent.

South Korea can hardly be faulted for wanting to build a colour television industry of its own. Having such a capability is essential in establishing an overall sophisticated electronics industry, which the country is still depending on as a major export earner long into the future. South Korean business men are somewhat justifiably upset at being shut out of the U.S. market at a stage when their actual share had not begun to approach the scale of the Japanese.

AECL, in which Britain's GEC holds a substantial minority stake, along with South Africa's De Beers, is already the main partner in a joint project with Sencitachem at Cosiplex, producing PVC from anhydride.

The new polyethylene plant will also be using coal as original feedstock.

A company spokesman said the Union Carbide production process would enable the plant to be built at a lower capital cost than conventional plants.

Two other companies

produce colour televisions in Canada of these Electrohome

supplied retention of the

AP-DJ

### Canada removes dumping duties

## Building societies search for fund formula

BY MICHAEL CASSELL

THE BUILDING societies have so far failed to agree on the best way to establish a deposit protection fund for their investors.

Work on devising a fund to protect investors hit by a building society collapse began nearly 18 months ago after the failure of the Grays Building Society. The societies are aware that, unless they produce their own formula for a fund acceptable to themselves, the Chief Registrar of Friendly Societies and the Treasury, they face the prospect of having one imposed on them by statute, as in the

case of the banks.

The Government wants to see some form of building societies protection scheme. In any case, the deposit-taking institutions must all establish a "safety net" system before the EEC banking directive takes effect.

Although the societies are understood to have drafted the outlines of a protection scheme, which would comply with the relevant section of the Building Societies Act, they have failed to agree on whether the scheme should be voluntary or statutory.

The division of opinion runs across the movement, from the

small societies to some of the largest. The Building Societies Association intends to hold further talks with the Government to spell out the difficulty and to obtain Ministers' views on the best course of action.

A lot will depend on the Government's determination to see a formal scheme, for the easiest way out of the societies' dilemma would be for them to simply rely on their previously demonstrated ability—as in the case of the Grays—to act effectively in a crisis.

At the centre of the disagreement is the belief by some societies that the task of justifying

to shareholders their financial commitment to a protection scheme would be made a great deal easier if they had a choice but to participate.

Compliance with the law, they claim, would leave no room for debate. On the other hand, participation in a scheme agreed among societies might be hard to sell to members. If a voluntary scheme is to be operated, every society must agree to take part.

The scheme, whether voluntary or statutory, is thought to be similar to that one covering the banks and included in the Banking Act. The banks' scheme is due to take effect in about six months.

A "modest" standing fund would be established and then societies would be expected to contribute in the event of a building society failure. Their contributions would probably be determined within a system of graduated bands related to

the size of their investments.

The division of opinion runs across the movement, from the

### Steel cuts defended by Villiers

BRITISH STEEL'S cuts in plant and labour have not proved as socially damaging as critics predicted, according to Sir Charles Villiers, the corporation's chairman.

Sir Charles, who is due to retire from the chairmanship of BSC next year, said he would dispute claims that the corporation was being socially irresponsible in shutting down works.

"To leave a dying business in a community is to leave the community without hope, and it will keep on going down," he said.

While he said he was "deeply concerned" of the socially damaging effects posed by closure, the greatest fears usually proved to be exaggerated.

There were demands for Sir Charles's resignation yesterday after his call to middle management on Saturday to accept nothing but the highest standards. "Reject bad work; be bastards when you are asked to accept 'near enough' or 'second best,'" he said.

Mr. Martin Flannery, vice-chairman of the Tribune Group and MP for Sheffield, Hillsborough said in response: "Any man who tells his management to be bastards is not fit for the job and should get out now."

### Press 'playing into IRA hands' says Lynch

MR. JACK LYNCH, the Irish Premier, has accused certain sections of the British media of playing straight into the hands of the terrorists their purpose to condemn by recent comments on Irish affairs following the killing of Lord Mountbatten.

In a week-end speech, Mr. Lynch said: "It certain writers and broadcasters had deliberately set out to distort facts and upset relations between the Irish and the British peoples, they could not have done a better job."

## BL seeks Japanese car exports pledge

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

A BL is to press Japanese car makers for an unqualified assurance to restrict their share of the UK market to 10 per cent in 1980.

This unprecedently tough approach will be taken by Mr. Pratt Thompson, recently appointed chairman of BL International, who leaves with a small delegation from the UK Society of Motor Manufacturers and Traders for Japan today.

In the past the Japanese manufacturers' association has given rather vague assurances to the UK about restricting exports. But when talks begin on Thursday, Mr. Thompson will insist on an agreement that will really bite.

The society is particularly concerned about the level of Japanese car shipments to the UK this year—136,000 by the end of August, compared with 143,000 for all the 1978.

The figures indicate that the importers will have large stocks with which to enter 1980. In spite of previous agreements by the Japanese industry over shipments and, last year, a vague assurance it would take

a "prudent" view of the UK car market, registrations have risen steadily from 84,000 in 1975 to 174,000 in 1978, 135,000 in the first eight months of this year and a potential 185,000 for 1979 as a whole.

This has boosted the Japanese penetration to 10.5 per cent of the UK new car market.

If the Japanese industry accepts the BL suggestion it would cut registrations back to around 150,000 in 1980. The UK market is expected to drop from a peak 1.65m this year to around 1.5m next year.

The society seems to have taken the view that BL should make the running in the talks because, instead of the usual full industry delegation, only society staff will accompany Mr. Thompson. The UK industry argument has always been that the Japanese should hold back until BL reaches.

Arthur Smith Midlands Correspondent, writes: Decentralisation of BL Cars management is being pushed further in the wake of plans to close plants and shed more than 23,000 jobs.

Jaguar-Rover-Triumph's sales and marketing is to be merged with Mr. Horrocks as chairman.

Mr. Percy Plant, appointed recently to review Jaguar Rover-Triumph operations, will remain as chairman of Jaguar and Rover-Triumph.

Pressed Steel Fisher, formerly part of BL Components, will operate as a separate company with Mr. Horrocks as chairman.

High savings repayments

BY OUR LOBBY STAFF

THE LABOUR Party may have to consider doing a deal with the Liberals before the next election if it is not to get consigned to permanent opposition, a Labour MP has warned.

In a Fabian Society pamphlet, published to coincide with the start of the party conference season, Mr. Austin Mitchell, MP for Grimsby, gave a bleak analysis of Labour's election defeat and prospects and warned that unless the party re-appraises both its policies and strategy, Labour will fail to attract new voters and be forced to fall back on a diminishing band of traditional Labour voters who on their own will not be enough to get the party into power.

To be elected again, he points out, the party will have to put less emphasis on such issues as

## Labour 'should consider deal with Liberals'

BY OUR LOBBY STAFF

nationalisation and push more popular issues like attacking the EEC.

One possible solution to this situation, he argues, might be to exploit what the Liberals regard as the inadequacies of the present first-past-the-post voting system, and use it as a basis for a deal.

In another pamphlet published at the weekend, the Fabians spelled out the figures behind the row over the party's organisation. Nominal membership, it says, has fallen to almost 250,000 while a shortage of cash means that only two-thirds of the constituency parties can afford to send a delegate to the annual conference and so take part in what is supposed to be the party's democratic policy making process.

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BY OUR LOBBY STAFF

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"Our continued heavy capital expenditure might be regarded as an indication of our hopes as well as our thinking".

## WARD & GOLDSTONE LTD.

"Our continued heavy capital expenditure might be regarded as an indication of our hopes as well as our thinking".

YEAR TO 31st MARCH

	1979 (£'000's)	1978 (£'000's)
GROUP SALES	62,554	59,999
PROFIT BEFORE TAX	3,001	3,337
PROFIT AFTER TAX	2,979	1,787
CAPITAL EXPENDITURE	3,638	2,774
EARNINGS PER ORDINARY UNIT	19.69p	15.69p
DIVIDENDS PER ORDINARY UNIT—NET	49916p	45378p

NOTE: Release of UK deferred tax has increased earnings per share.

A copy of the Report and Accounts for the year to 31st March 1979 can be obtained from the Secretary Ward & Goldstone Ltd, Salford, M6 6AP.

## LABOUR NEWS

### Engineering strike call could be backed by 1m

BY CHRISTIAN TYLER, LABOUR EDITOR

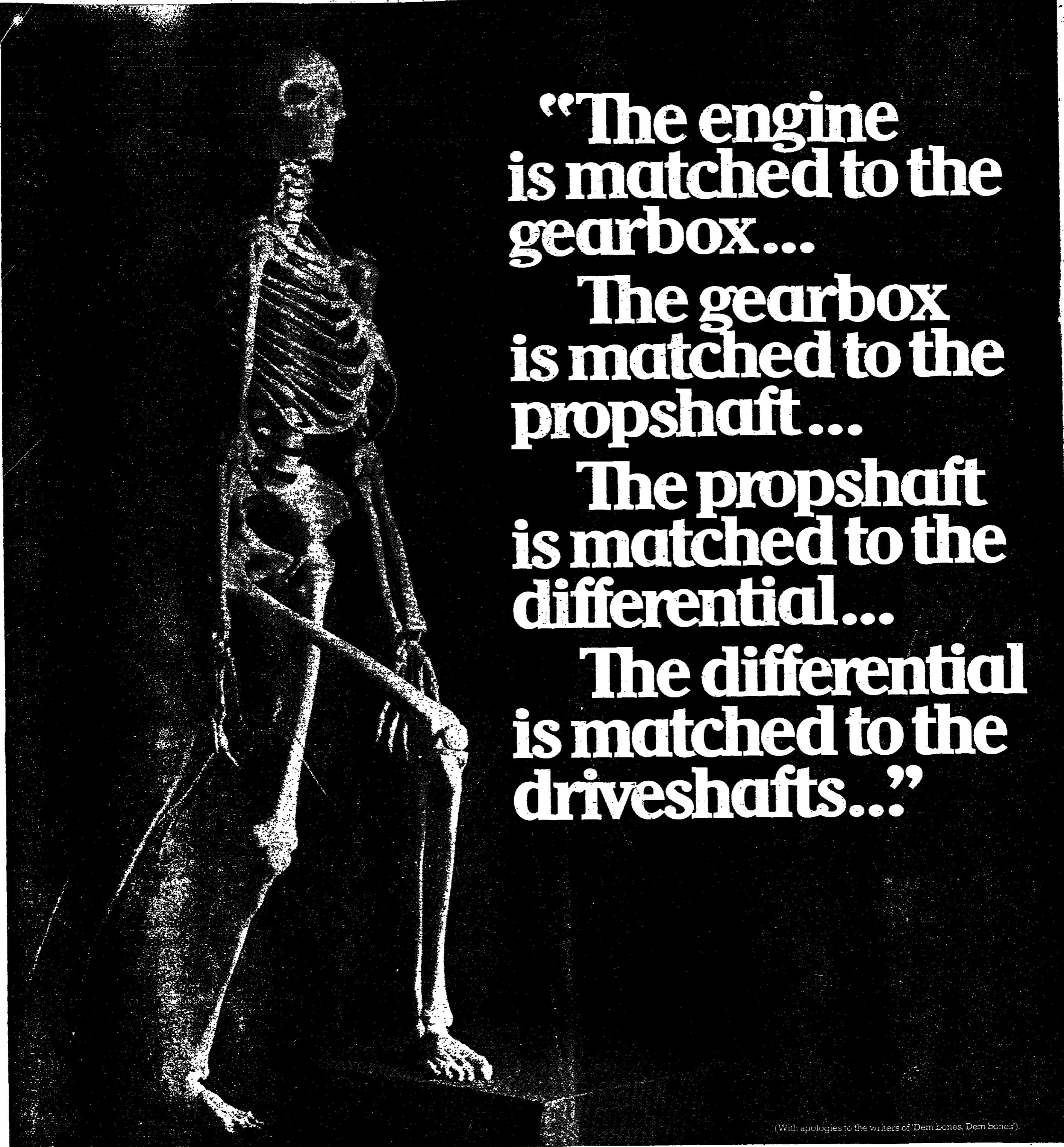
NEARLY 1m engineering workers are expected to support their unions' strike call in the four-day stoppage today and tomorrow.

The societies have not agreed on the extent of cover of the fund which would provide, although it seems likely that depositors would expect to be safeguarded for up to 75 per cent of their investments.

is due to take effect in about six months.

A "modest" standing fund would be established and then societies would be expected to contribute in the event of a building society failure. Their contributions would probably be determined within a system of graduated bands related to

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"The engine  
is matched to the  
gearbox...

The gearbox  
is matched to the  
propshaft...

The propshaft  
is matched to the  
differential...

The differential  
is matched to the  
driveshafts..."

(With apologies to the writers of 'Dem bones, Dem bones').

As a totally matched system, there's no better example than the human skeleton.

But then, it doesn't rely on outside sources for its component parts.

It was evolved as a wholly matched system. Because the only way to ensure that the components in a system work perfectly together is to design and build them together.

At Volvo, we have adopted that philosophy in our heavy truck drivelines.

The whole system is properly integrated, using matched components which perform in complete harmony and without compromise.

We call it total engineering. In turn it leads to total operating economy and simplifies the comprehensive support services we offer. These advantages to the operator are not optional.

And we make no bones about that.

**VOLVO**

The truck other trucks are measured against.

If you want to get behind the wheel of a Volvo, ring... ABERDEEN James M Forbes (Motors) Ltd Tel: 0224 28285/7. AVONMOUTH Westward Commercials Ltd Tel: 0275 23741. BALLYCLARE Deminson Commercials Ltd Tel: Ballyclare 2837. BARRHEAD Ailsa Trucks (Northern) Ltd Tel: 041 581 5851. CARLISLE Tait (Carlisle) Ltd Tel: 0226 28282. CHINGFORD Rydale Trucks Ltd Tel: 01 529 5558. CLECKHEATON Crossroads Commercials Ltd Tel: 0274 874471/5. COVENTRY P.A.N. Freight Commercials Ltd Tel: 0203 83221/4. DARLINGTON Tait (Darlington) Ltd Tel: 0325 55161. FELTHAM Ailsa Trucks (Heathrow) Ltd Tel: 07842 43571. KETTERING J.R. Billows (Sales) Ltd Tel: 0536 516233. KIRKCALDY C & R Briggs (Commercials) Ltd Tel: 0592 82181. LEIGHTON BUZZARD Dawsoneight Commercials Ltd Tel: Leighton Buzzard 372186. FELTHAM Ailsa Trucks (Heathrow) Ltd Tel: 07842 43571. LEEDS Irish Commercials Ltd Tel: Neas 9880/1. NORWICH J.P. Duffield & Son (Norwich) Ltd Tel: 0603 44256. LIVERPOOL Lancashire Trucks Ltd Tel: 051 545 5291. MASTERTONE Princes Commercials (Maidstone) Ltd Tel: 0622 70811. NEWCASTLE Dawsoneight Commercials Ltd Tel: 0691 440387. SHEFFIELD Hallam Commercials Ltd Tel: 0742 440387. SOUTHAMPTON Princes Commercials (Southampton) Ltd Tel: 0703 733411/8. OLDHAM Tait (Oldham) Ltd Tel: 070-68 42401/4. PONTYPRIDD Griffin Mill Garages Ltd Tel: 044-3852216. WALSALL Barsham Motor Services Ltd Tel: 0922 20941. WATERGRASSHILL McCarthy Commercials Ltd Tel: Cork 889142. WOOTTON John Habb (Motor Engineers) Ltd Tel: 04695 431 & 573.

**VOLVO TRUCKS (GREAT BRITAIN) LIMITED, IRVINE, SCOTLAND.**

# Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

## MATERIALS

### Board with a glass fibre surface

JUST PATENTED in Belgium is a material which could be of major interest to the building industry, both because of its cheapness and because of the superior properties which it can be compared with existing competing structural products. It is, basically, a plasterboard in which the cardbaord is replaced by a mat of glass fibre. This sheet of fibre is made in such a way that, on the outside, the hairine fibres are stuck together with a synthetic resin, while on the inside—projecting downwards into the gypsum matrix—there is a forest of fibres, still attached at one end to the mat by a dot of resin.

Thus, the external surface is made relatively smooth and to a large extent self-coloured, while the internal surface provides both a key and the reinforcement.

The Belgian developer, who has so far made a large number of demonstration "pieces", says that so far as can be judged, wallboard made according to the process he has patented could cost as little as one-third of comparable products.

Enquiries to: M. A. Kulbach, Banchory (041) 87 55 76. For UK 010 32 41 8755 76.

## ENERGY

### Captures sun power

STUART TURNER, of Henley-on-Thames, has donated one of its Cygnet condensing steam engines to the National Centre for Alternative Technology. This Cygnet engine, which is available in kit form, is being used in a new solar-powered installation for pumping water or generating electricity, which will be supplied with heat from a bank of four sun-tracking concentrating collectors.

Each collector incorporates a set of reflectors which concentrate the sun's rays on a black-coated copper tube filled with oil, running down the centre of the unit.

The steam which drives the Cygnet is created by passing

hot oil from the collectors through a heat exchanger which contains a spiral of small-bore tube into which cold water is pumped. The heat from the oil boils the water and the steam is then carried through to the engine. The system operates at approximately 150 degrees C.

The Centre estimates that the collectors generate approximately seven kilowatts of heat energy and that the Cygnet will be able to drive a dynamo capable of generating 0.5 kilowatts of electricity.

Stuart Turner, Henley-on-Thames, Oxon, 04912 2655.

National Centre for Alternative Technology, Machynlleth, Powys, Machynlleth 2400.

## DATA PROCESSING

### Choice of five languages

IT IS A sign of the times that the number two mini-manufacturer, Hewlett-Packard, describes its latest offering to the market (Kodal) as an "entry-level" machine, a term hitherto retained for the use of the main frame fraternity.

HP2000, series 30, starts at just under £28,000. Nevertheless it will handle applications in any of the five languages offered on larger machines in the series without modifications.

Distributed system network (DSN) capabilities apply, including remote data base access, file sharing, and program-to-program communications.

The basic machine has 256 bytes of error-correcting semi-conductor memory, a 1-Megabyte flexible disc, four asynchronous terminal ports, 78474.

### More user options

DATA SERVICES division of Control Data has announced a new service called NCS or NOS Computing Services.

Designed eventually to take over from the existing SCOPE (Batch) and NOS (Timesharing) services that Control Data supplies, the new system offers more facilities and improved cost-effectiveness.

NCS is a development of the existing NOS timesharing system with the ability to handle access from both interactive and remote batch terminals concurrently. This makes it possible for batch users to carry out interactive editing of both input and output much more easily than before and certain

### Smaller and cheaper

SCOUT IS the name given to the reduced size lower cost Naked Mini, model 4/04, launched by Computer Automation.

A typical arrangement of four boards and power supply is under half the size of an existing LSI 4/10 for unchanged performance. The board size of 6.25 x 8.3 in (160 x 215 mm) should enable CA's customers in industrial control, business systems, data communications and laboratory equipment to reduce the size of their own products.

More from Herford House, Maple Cross, Rickmansworth, Herts WD3 2XD (Rickmansworth 71211).

Introduced in this particular model is the Isolite self test system which enables the user to check each board whenever the power is turned on. Light emitting diodes provide "go/no go" indication and failed boards can be replaced in a few seconds.

Scout uses the full LSI 4/10 instruction set to ensure upward software compatibility and any Naked Mini 4 software development system can be used to write applications programs.

The system eliminates the greatest single daily hazard to the operator: that of hand

## ELECTRONICS

### Power unit for steady supply

TO MEET demand for a reliable, low-cost, and efficient domestic ac supply controller, Network Electronics has developed a regulator, using a custom-designed integrated circuit employing the Ferranti ULA concept.

ULA (Uncommitted Logic Array) offered Network a fast and low-cost route to its own design of chip with an on-chip component packing density comparable with any other high level systems level integrated circuit process.

Series 30 can execute programs written in COBOL, BASIC, FORTRAN, RPG, or SPL, Hewlett-Packard's own high level systems level programming language. Any or all of these languages may be ordered for program development as well.

Hewlett-Packard, King Street Lane, Winnersh, Wokingham, Berks RG11 5AR. Wokingham 78474.

It is not dependent on sensitive raw materials for its manufacture.

But apart from interior and exterior wallboard or wall panel, other products which could be made in this way include finished external structural units with a brick-like aspect; multi-coloured floor tiles; roof tiles; window frames and even internal doors.

In the manufacture of the wallboard, for instance, drying or curing is very fast and dimensional stability is exceptionally high. The end-product is highly fire-resistant and is not affected by humidity. Thermal and acoustic performance is good.

Decoration of the installed panels poses few problems and the developer has sought to simplify the method of attachment to the skeleton of the building so that assembly will not demand expensive handling equipment nor specially trained installers.

The company, Decorunic, at 146 de Heuseux 3, 4511 Barchon, which is in the Liege area of Belgium, will consider the granting of licences and is also prepared to enter into joint development projects.

Enquiries to: M. A. Kulbach, Banchory (041) 87 55 76. For UK 010 32 41 8755 76.

It has been apparent to manufacturers for some time that a more efficient ac mains regula-

tion device is needed in the many countries that experience extreme voltage fluctuations. As these countries are using more and more television receivers, hi-fi equipment, freezers, and so on, the pressure for appropriate regulator is becoming more acute.

The new NW299-01 circuit can be supplied either as a component for incorporation into a manufacturer's own ac supply control unit, or in a complete unit.

The latter is currently in production in the UK for export markets, and a manufacturer in Turkey will soon start high

volume production for the Turkish domestic market.

Compared with non-electronic regulator units, those using the new chip benefit from lower overall component cost, a significant weight reduction leading to reduced transport costs, a compact and robust construction, and a automatic shutdown protection in the event of voltage surges.

For input varying between 155 and 245 ac output regulation is better than 220V at ± 8 per cent.

Network Electronics, 6th Floor, Middlesex House, 29-45 High Street, Edgware, Middlesex, HA8 7HH. 01-825 6225.

mon format for transmission and then held in a store at a switching site where it can be given priority according to the grade of service paid for and is required to be sent to more than one recipient.

Customers do not have to worry about busy lines or whether the recipients are personally present before a message can be sent.

The service is known as Faxpak and at present there are switching centres at New York, Washington DC, Atlanta, Houston, Chicago and Los Angeles, with extensive radial connections from each. Existing common or specialised carriers (Bell for example) are used.

Faxpak is more fully described in the latest edition of Electrical Communication (Vol. 54 No. 3). More data from ITT Domestic Transmission Systems, New York, U.S.

## COMMUNICATION

### Versatile intercom

THE SAME kind of stored program ideas that have been applied to modern PBXs (private automatic branch exchanges) can also be built into intercom systems with the aid of the microprocessor.

Dust emission is minimal on normal paper materials. Where the machine is to be worked in extremely sensitive atmospheric environmental situations, (e.g. computer locations), suitable dust extraction systems can be fitted.

Automatic overload protection devices are provided on the shredding and compacting sections.

Further from EBA System, 20 Broadway, Thatcham, Berks RG13 4EJ. 0635 63208.

It has been given the name of Adler "Bitzy".

It offers first-time users the opportunity of installing a word processor to deal with requirements at the time of purchase, without the threat of having to purchase a bigger machine at a time when the business has expanded.

Capability of the Bitzy can be extended step-by-step as the company grows, obviating the expensive mistake of having to invest in new units to cope with differing levels of workload.

The equipment is supplied ready to work when connected to a suitable 3 phase power supply.

The system eliminates the two way "telephone" speech is possible.

The new version of Tel-Tag however, enables this to be done at a distance, and more comprehensively. The unit incorporates a remote scanner which, operating through modems, gives greater scope and flexibility.

It will now be possible to monitor and analyse all data simultaneously (rather than just a selection) and using additional scanners to monitor more than one exchange at the same time. For companies with geographically separated exchanges it will be possible to locate Tel-Tag permanently at head office and gather data on all the exchanges.

More from 24 Rothesay Road, Luton, Beds (0582 38581).

## Earthmoving & foundations

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### Norwest Holst

total capability

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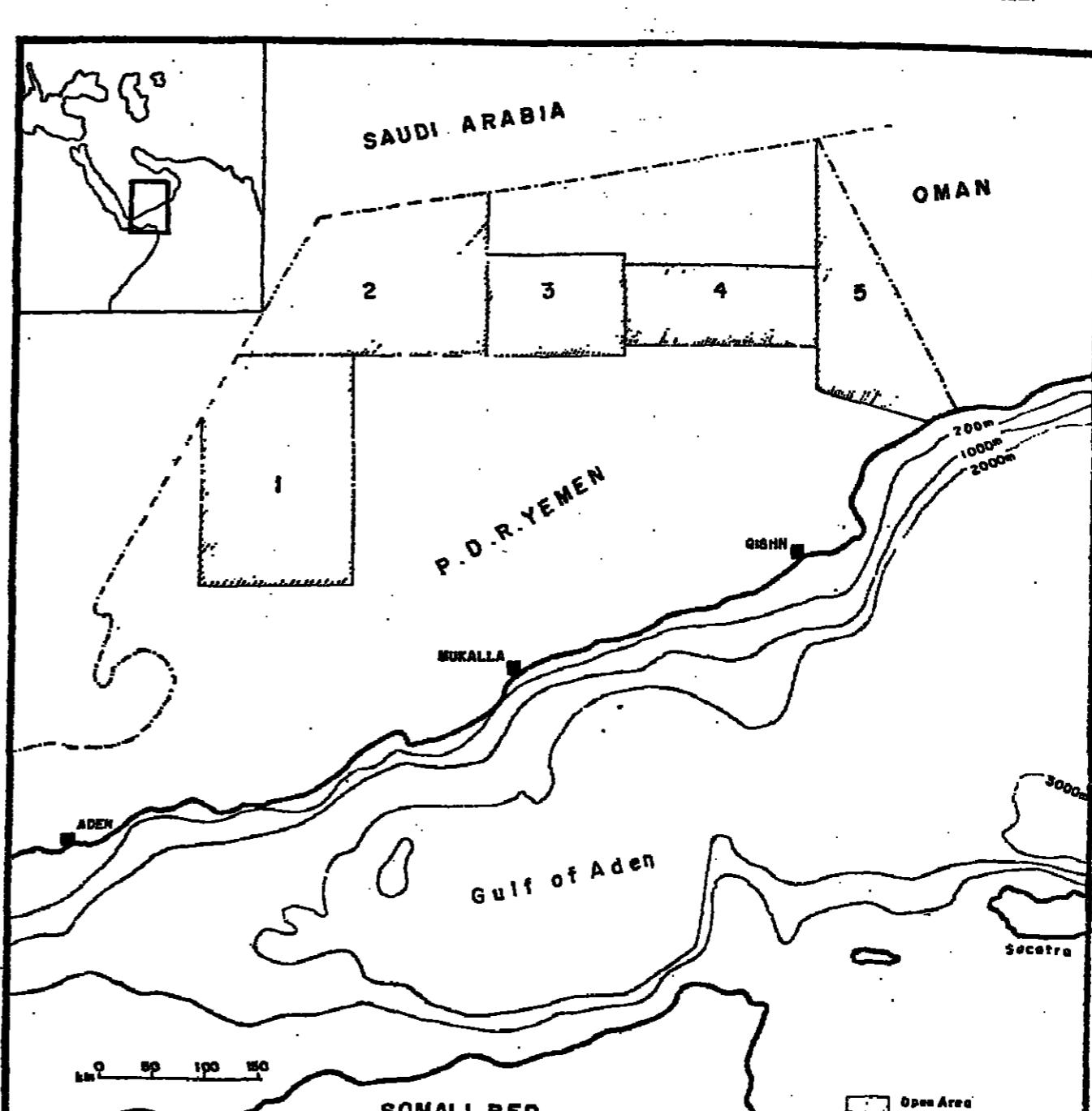
## OIL EXPLORATION AND EXPLOITATION INTERNATIONAL BID

Peoples Democratic Republic of Yemen (P.D.R.Y.) Petroleum and Minerals Board (P.M.B.)

announce the offering of the below shown open areas (Nos. 1-5):

1. Terms are based on "Production Sharing."
2. Minimum obligation should be supported by Letter of Guaranty, but not less than Seismic Survey and drilling of two wells within the first three years.
3. Cost of recovery out of 40% for company. The rest 60% is split between P.M.B. and company.
4. Data is available for investigations at P.M.B. Office, Aden.
5. For further information communicate with Cable: YNOC, Aden. Tel. 24155/24993. Telex: 215 AD.

P.M.B. Chairman.



## CONTRACTS AND TENDERS

### CEYLON SHIPPING CORPORATION

#### TENDER NOTICE FOR THE SUPPLY OF SHIPS

##### (A) NEW BUILDINGS

##### (B) SECONDHAND VESSELS UNDER FIVE YEARS OF AGE

(A) Tenders are invited from recognised shipyards for the building of dry cargo vessels as follows:

1. Up to a maximum of three 12,000 dwt. class vessels.
2. Up to a maximum of three 8,000 dwt. class vessels.
3. Up to a maximum of three 4,000 dwt. class vessels.

II. DELIVERY

Delivery should not be more than 15 months from the date of award of tender. If, however, the tender is awarded to one of the shipyards for more than one vessel, an adequate vessel should be delivered within a period of three months from the date of delivery of the previous vessel.

III. A shipper may tender for the building of any one class of vessel or for all classes of vessels. The vessels should be built to the highest construction standards of the Lloyd's Register of Shipping, U.K. or equivalent and should comply with the standards as specified in the detailed specifications.

IV. The tender documents consisting of the following could be obtained from the Office of the General Manager, Ceylon Shipping Corporation, 1st Floor, Colombo 1, Sri Lanka and from Sri Lanka missions abroad, up to 1900 hours on 1st October 1979 on the payment of a non-refundable deposit of Rs.5,000 or equivalent. The account number of the Ceylon Shipping Corporation Account No. 550 with People's Bank, Foreign Branch, Bristol Street, Colombo 1, Sri Lanka, or paid to the Sri Lanka mission concerned.

1. General specifications of hull and machinery.
2. Finance plan.
3. CSC new building contract.
4. Builder's information.

V. Tenders submitted should be valid up to 31st January 1980.

VI. Sealed tenders under registered cover should reach the Secretary, Ministry of Trade and Shipping, 340, Union Place, Colombo 1, Sri Lanka, on or before 1900 hours on 30th November 1979.

(B) Tenders are invited for the purchase of dry cargo vessels of not more than five years of age (at the date of offer) of:

1. Multi-purpose liner-type vessel of around 9,000 tons dwt. with flush tweendecks.
2. Hatches/holds/45 preferably twin hatches. Cargo capacity 20-30 tons in all hatches preferably with one heavy lift.
3. Service speed—16 knots.
4. Main engine—Slow-speed direct-drive diesel.
5. Bale capacity—around 200 cu. m. exclusive of refrigerated cargo and less than 50 containers.
6. Multi-purpose liner-type vessel of around 3,000 tons dwt. with flush tweendecks.
7. Hatches/holds—2-3 with 4 hooks workable.
8. Cargo capacity 10 tons for all hatches with a heavy lift.
9. Service speed—12-13 knots.
10. Main engine—Slow-speed direct drive diesel.
11. Bale capacity—around 200 cu. m. exclusive of refrigerated cargo and less than 50 containers.

It is appreciated that secondhand vessels offered may not exactly meet the above requirements. A vessel generally falling under one of the above classes may be considered providing the condition of the vessel, price quoted, and the terms and conditions of payment are satisfactory.

II. Tenders should indicate the delivery dates.

III. Those wishing to submit tenders should make a payment of a non-refundable deposit of Rs.5,000 or equivalent as indicated in (A) IV above, on which a copy of the finance plan will be issued.

IV. Tenders should be supported by complete specifications of the vessel offered, general arrangement, mid-ship section plan and should comply with the requirements of the tender documents. All specifications should be in metric units. Each tender should be supported by a photocopy of the receipt for the payment of the deposit or equivalent.

V. Tenders submitted should be valid up to 31st January 1980.

VI. Tenders will be entertained from principle only.

VII. Sealed tenders under registered cover should reach the Secretary of Trade and Shipping, 340, Union Place, Colombo 1, on or before 1800 hours on 30th November 1979.

GENERAL

The decision on the award of a tender whether for a new building or for a secondhand vessel will, among other relevant factors, be based on the terms of credit offered.

(A) The name and address of the local agent, if any.

(B) The quantum of the commission will be paid locally in Sri Lanka Rupees to the local agent by the Ceylon Shipping Corporation on finalisation of the contract with the principals.

(C) The Government of Sri Lanka reserves the right to accept, reject or negotiate on any offer.

THE CHIEF EXECUTIVE  
CEYLON SHIPPING CORPORATION

6. Sir Baron Jayatissa Mawatha  
Colombo 1.  
Sri Lanka  
Tel: 1165 and 1205 CBO  
Cables: CEYLONSHIP CBO

## HYDRAULIC EQUIPMENT FOR THE VICTORIA DAM AND HYDRO-ELECTRIC PROJECT

The Mahaweli Authority of Sri Lanka invites submission of prequalification information from experienced British contractors who can qualify, alone or in joint venture, through experience with projects of similar nature and type for the design, supply and erection of the whole of the hydraulic equipment including the following:

- (a) 8 crest gates 12m x 9m;
- (b) 4 gates (jet flow and emergency) 4m square, operating head 94m;
- (c) 3 intake gates 6m square;
- (d) 3 butterfly valves 3m diameter;
- (e) 420m of 5m diameter tunnel lining;
- (f) trifurcation and 600m of 3m diameter penstocks;
- (g) ancillary gates, valves, gantries, etc.

near the Victoria Falls on the Mahaweli River about 16km east of Kandy in Sri Lanka. Preliminary information on the project and instructions for firms wishing to apply for pre-qualification to tender are available on application from:

Sir Alexander Gibb & Partners,

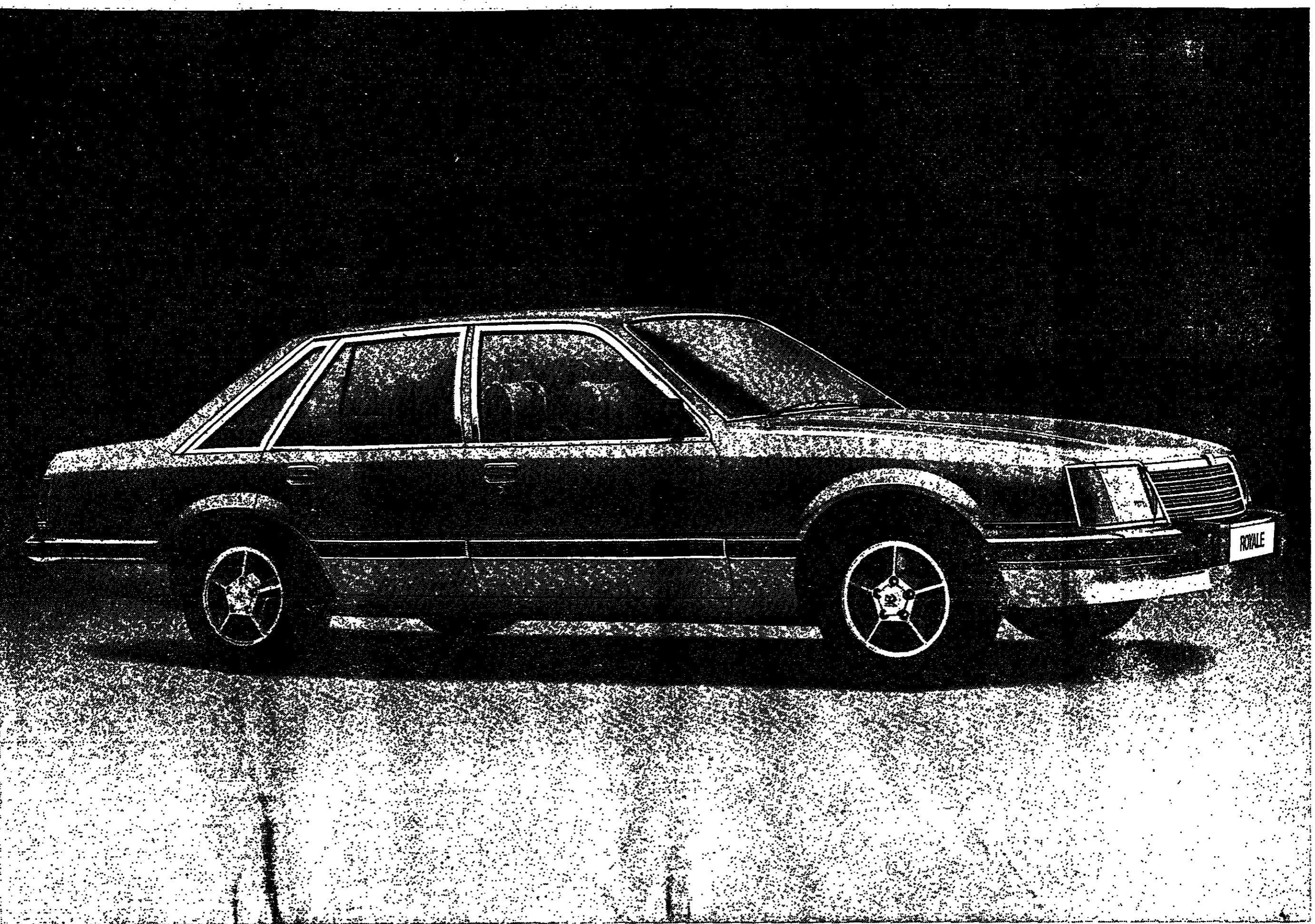
427 London Road, Earley, Reading RG6 1BL.

Such applications should be made immediately, since pre-qualification information received after 8th November 1979 may not be considered.

## FOR SALE BY TENDER

Second-hand tunnel borer. Cutter head diameter 5.03m, overall length 118.4m, total weight 404 tons. Enquiries and tender documents from: The Secretary for Water Affairs, Private Bag X313, Pretoria, South Africa, 0001. Telex: 5-3644.

**CONTRACTS & TENDERS**  
Advertisements appear every Monday



When you pay over £10,000 for a motor car, there are one or two things you should be able to take for granted.

The first is a measure of exclusivity.

The second is a level of equipment appropriate to the car's price and the owner's status.

On both counts, you'll find the new Vauxhall Royale saloon a refreshing and original departure.

It costs £9711 and there isn't a cheaper version even if you wanted one.

Only two options are available: manual transmission at no additional cost (automatic is standard) and air conditioning for a further £794.

Everything else you could possibly wish for is standard equipment.

The engine is a 2.8 litre, six cylinder unit that carries the Royale to a top speed of 115 mph (Manufacturer's figures), with no sense of strain or urgency.

Inside, the car is virtually a Puritan's nightmare.

The driver's seat, covered like all the seats in crushed velour, adjusts for height, as well as for reach and rake, to give you the perfect driving position.

The steering wheel is tilttable and the steering is, of course, powered.

There is central locking for the doors, a steel

sunroof, radio/stereo cassette player with three loudspeakers and electrically operated tinted windows.

While a brilliantly engineered suspension and superbly aerodynamic body shape make the Royale uncannily quiet at any speed.

Outside, you'll find double skinned metallic paint, alloy wheels and a headlamp wash/wipe system. And styling that is a welcome relief from some of today's commonplace Pan-European designs.

Ask your nearest Vauxhall dealer to arrange a demonstration in the Royale.

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# British Electric Traction

## Group profit before taxation

### £72,142,000

The BET Group comprises a number of companies engaged in a wide variety of activities. Those activities and the profits earned from them are shown below, together with the names of the principal contributing companies.

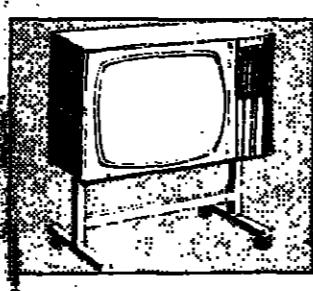
CANADIAN MOTORWAYS LTD.  
MURPHY BROS. LTD.  
UNITED TRANSPORT COMPANY LTD.

Freight and Passenger Transport



£19,839,000

REDFIFFUSION LTD.  
REDFIFON LTD.  
TV Rental, Relay, Overseas Broadcasting, Electronic Manufacturers and Music Services



\* £14,553,000

REDFIFFUSION TELEVISION LTD.  
THAMES TELEVISION LTD.



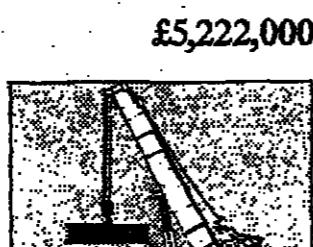
£8,653,000

Independent Television in U.K.

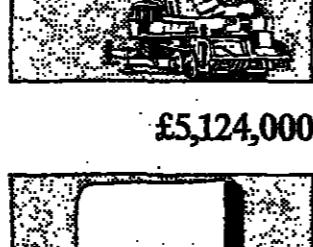


£5,222,000

BOULTON & PAUL LTD.

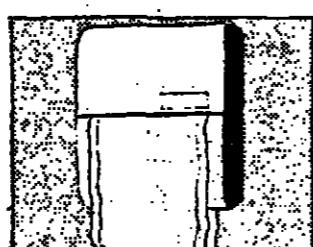


Joinery, Steel Construction and Access Equipment



£5,124,000

ADVANCE LAUNDRIES LTD.  
RICHMOND PARK LAUNDRY CO. LTD.

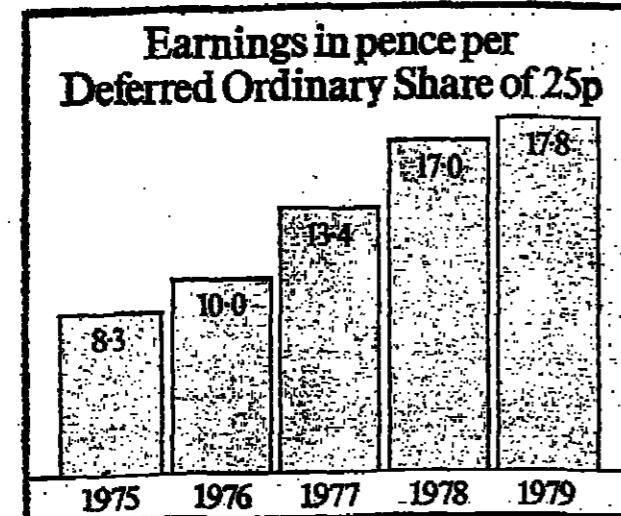


Linen Hire, Laundry and Ancillary Services

£3,758,000

\*Excludes Rediffusion's share of profits of certain fellow subsidiaries classified here under other activities.

Earnings in pence per Deferred Ordinary Share of 25p



BIRMINGHAM & DISTRICT INVESTMENT TRUST LTD.  
ELECTRICAL AND INDUSTRIAL INVESTMENT CO. LTD.  
NATIONAL ELECTRIC CONSTRUCTION CO. LTD.

General Investments



£3,387,000

ARGUS PRESS HOLDINGS LTD.  
ELECTRICAL PRESS LTD.

Printing and Publishing



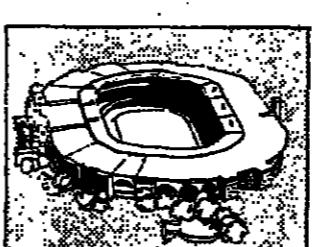
£3,302,000

MURPHY BROS. LTD.



£1,487,000

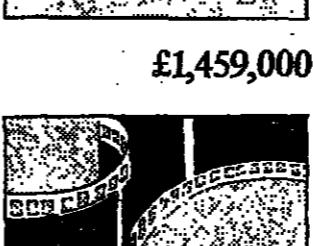
Mining and Civil Engineering



£1,459,000

DITCHBURN ORGANISATION LTD.  
WALPORT LTD.  
WEMBLEY STADIUM LTD.

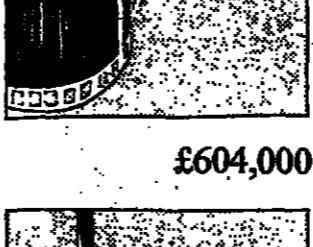
Entertainment and Leisure



£604,000

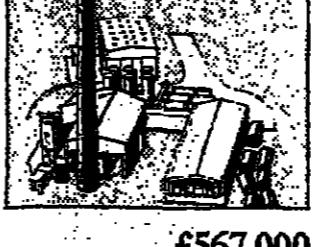
HUMPHRIES HOLDINGS LTD.

Films and Television Ancillary Services



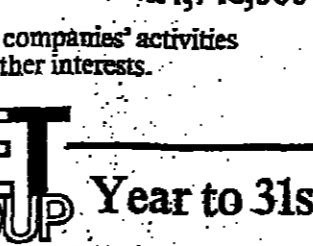
BIFFA LTD.  
RE-CHEM INTERNATIONAL LTD.

Waste Disposal



£567,000

Associated Company



£4,748,000

Note: The profits shown relate to the companies' activities described and do not include other interests.

Extracts from the Review of the Chairman, Sir John Spencer Wills

#### Accounts

The Company had a good first six months in its year to 31st March 1979; the profit, before tax, was 18.5 per cent better than for the corresponding months of the previous year. In common with many other companies, we experienced a deterioration in trading conditions in the second six months and, for the full year to 31st March 1979, our profit was £72.1 million, compared with the previous year's £67.0 million - an increase of 7.6 per cent.

Last winter's outbreaks of strikes and industrial unrest, and the exceptionally bad weather, cost us, in the year under review, an estimated £1 million. For our companies with December year-ends, these adverse factors will take their toll, estimated at another £1.5 million, in the Consolidated Accounts for the current year to 31st March 1980.

Last year, our plant hire and our printing and publishing businesses did well, and the three loss-makers of two years earlier, Murphy Bros., Humphries Holdings and Re-Chem International, considerably improved their profits. On the other hand, Boulton & Paul suffered a downturn in results due to the adverse factors I have mentioned, and Canadian Motorways' profit was substantially down because of similar factors which prevailed in that country.

#### Outlook

Arising out of the General Election last March, we have a Government which shows commendable determination to make the country face some of the hard facts of economic life, particularly the fact that we have, as a nation, to live within our means if we wish to stand a chance of overcoming inflation. In the short term, at least, this aim, involving as it does stricter control of the money supply, may make life more difficult for trade and industry, and profits may be even harder to earn than in the past. Certainly, it is to be hoped that the Government will not allow itself to be deflected from its plans during the difficult months which lie immediately ahead, and that management and unions will be able to co-operate together to help in laying a firm foundation for the country's economy upon which, in the longer term, increases in living standards can be based.

As is so frequently the case, some of our companies are doing better and others are not doing so well. My usual caution in attempting a forecast of future profits is intensified by the description by the Chancellor of the Exchequer of Britain's immediate economic prospects as "almost frighteningly bad". I do not expect more than a modest increase in the profit of the B.E.T. Group for the current year.

#### Summary of Results

BET  
GROUP

Year to 31st March

	1979	1978
Profit before taxation	72,142,000	67,042,000
Taxation	37,843,000	34,631,000
Profit after taxation and minority interests	26,166,000	24,827,000
Deferred Ordinary Dividends	11,138,000	8,427,000
DIVIDEND per 25p Deferred Ordinary Share	7.572p	5.78p

If you would like a copy of the Report & Accounts please send this coupon to:  
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# Indexation and oil prices

BY SAMUEL BRITTAN

SHOULD ONE add the oil price increase to the world inflation rate that would otherwise be expected, and add on another couple of per cent for good luck to take account of wage earners trying to compensate for the rise in the cost of living? "Yes," say the IMF, the OECD and most orthodox forecasting models such as the British Treasury's. "No," say GATT, the British Chief Secretary Mr. John Biffen, joined, with varying degrees of conviction, by the different schools of monetarists. An increase in the price of one commodity can only lead to a faster rate of inflation if Governments respond with the wrong monetary policies.

Basically the GATT school is right. The problem, however, is in sticking to an intended monetary policy despite various shocks that make the task more difficult. But there is no good reason why the oil price adjustments should constitute one of these shocks. The problem arises because of OPEC countries' unfortunate habit of pricing oil in dollars, which the U.S. Administration quite mistakenly presses them to continue.

The major increase in the real price of oil took place in 1973-74. Since then the various so-called increases have mainly been a series of jerky moves to compensate for world inflation in general and the depreciation of the dollar in particular. The real price of oil, that is, the price relative to manufactured goods or other commodities, has moved in a saw-shaped way, rising abruptly whenever the posted dollar price increases and then falling gradually away as the dollar appreciates and world inflation continues.

This creates the maximum uncertainty and disturbance for all concerned. OPEC countries fear that they are being cheated in the intervals between the price changes. When the jumps occur, alarmists and doomsayers in the West are given a new lease of life; and to the extent that wage settlements are influenced by cost-of-living fears, workers are priced out of jobs. This encourages Governments to pursue inflationary policies and prepares the ground for the next jump in the nominal oil price.

There would be less need for such shocks if the oil price were fixed in terms of a currency basket. IMF Special Drawing Rights have been suggested for the purpose; but OPEC members naturally prefer the currency basket they have designed themselves. No matter what basket is used, the price of oil would not be eroded by dollar depreciation, and it would no longer be necessary to jerk up the price as an offset.

As payments have to be made in actual currencies, rather than baskets, and the dollar still seems most convenient for the purpose, a dollar price would

THE DISCLOSURE in The Guardian last Thursday of a list showing the results of jury-vetting carried out by the police evoked a veritable judicial furor. The paper revealed that 93 potential jurors had been vetted without their knowledge before the Old Bailey trial of six so-called anarchists on robbery charges.

Judge King-Hamilton, QC, described the newspaper's conduct as "outrageous" and threatened contempt proceedings by referring the issue to the Director of Public Prosecutions.

The courts and the Press always have an uneasy relationship. Occasionally the law fixes its muscles when it thinks that the administration of justice is being polluted by Press revelations. But rarely has there been such a headlong clash with both sides retiring to their corners awaiting the next round. How did this confrontation arise?

Trial by jury is a hallowed institution in the English criminal justice system. The jurors who are summoned to attend court, and from among whom 12 will be selected to try any one case, are known as the panel. The summoning officer, who acts under the court administrator, is expected to make a disinterested selection of persons to be summoned. Although a proper system of

uniform and mechanical selection of names should be established, the matter of how to compile the list is left largely to the discretion of the summoning officer. Practice varies considerably from court to court, but most try to achieve a random selection.

The names of jurors who have been summoned and not found to be ineligible, disqualified or excused from jury service are set out in lists returned to the court. Panels vary slightly in form, but it is normal for each juror to be given a number. The juror's name (in full) and address (either in full or simply by general area) are included. The juror's occupation used to be given, but Lord Hailsham, when he was Lord Chancellor in the Heath administration, ordered that jurors' occupations should be omitted. A party to proceedings in which jurors may be called on to try a case is entitled to reasonable facilities for inspecting the panel from which jurors will be drawn.

The paucity of information about potential jurors means that when the accused comes to decide how to exercise his right to challenge, he has little to go on. If the address is given, there is the opportunity for making an improper approach to the juror. Interviewing a juror in advance to

discover even his attitude to social problems is probably a contempt of court. This factor had much to do with the introduction in 1967 of majority verdicts. It might be possible to bribe one or two jurors on a panel, but hardly possible to ensure a vote from more than two.

Most accused in the past have not bothered to inspect the panel, but used the right to challenge those jurors whom they thought on sight in the courtroom to be possibly prejudiced, for instance, on class

accused's right of challenge, has exacerbated the current row.

The prosecution does not have the same right. Instead, it may ask a juror to "stand by" until all the others on the jury panel have been called. This is as good as a right to challenge peremptorily, except where there are not enough other jurors available. After an accused has challenged three jurors he may not ask other jurors to "stand by," so that his rights are, in effect, more limited than those of the prosecution.

Over the years, prosecuting

Communists, so that they should not serve on a jury in the trial of George Blake, the Soviet spy who in 1961 was sentenced to 42 years' imprisonment. The search produced one active member of the Communist Party who was asked by the Crown to stand down. It was because the implications of this activity by the authorities were sinister that Mr. Sam Silkin QC, when Attorney General last year made public the guidelines laid down in 1974 for the vetting of jurors, and also revealed the number of instances when vetting has taken place.

While there are few instances where the Crown has engaged in vetting, it is not surprising that even a controlled system has fallen foul of libertarian criticism.

It is only a century and a half since the Crown was regularly accused of packing juries with sympathisers in political prosecutions. It was also the manifest unfairness that the Crown should be able to call on its vast resources of police and other information in deciding who to keep off the jury in any politically sensitive trial that led Judge Brian Gibbons QC in the present case to order that what was done for the goose was done for the gander. The defence could yet equally well furnish the prosecution. That seemed eminently sensible, until the court administrator became alarmed at the inordinate cost to the legal aid fund of reimbursing solicitors for doing

the same as the police. The compromise was reached for the prosecution to hand over confidential to the defence such material as it thought appropriate.

That confidentiality was breached by someone handing over the information to The Guardian, which published the results of the police vetting. It was indicated that 19 jurors had some black mark against them. Round One went to the newspapers, because the jury panel of 93 had to be discharged. The trial is to begin this week with a jury drawn from a fresh panel. Whether that jury has also been vetted remains to be seen. Since the Crown needs only ten out of 12 jurors to bring in a verdict of guilty, one might have expected the authorities to forego vetting in a case that has only marginally any political connotations.

But even if that sensible course is taken, the whole problem of selecting jurors requires urgent examination. Should our system adhere to the basic principle of random selection and disfavour, even exceptionally, any vetting? Or ought we to recognise that, in modern conditions, both prosecution and accused persons alike ought to be furnished with an opportunity to find out the antecedents and attitudes of potential jurors to avoid inherent bias and prejudice? The latter system will bring us dangerously close to the American system in which trial by jury begins with the jury on trial.

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## THE ARTS

## New Theatre, Cardiff

## Welsh National Opera

by RONALD CRICHTON

Janacek's *The Makropoulos Case* returned on Friday night for Welsh National Opera's autumn season. As Emma Marty, the opera singer who has lived for 300 years on an elixir, the American soprano Evelyn Lear succeeds Elisabeth Söderström. Miss Lear is companionable, even chummy, where Söderström was mysterious, humorous, elusive. To the opera's final scene, when the aged diva warily consents to the burning of the magic formula for prolonging life, Miss Lear brings fuller (if not always steadier) tone than her predecessor. Here the lack of strangeness, a slight disadvantage in the earlier scenes, makes the sense of fidelity more real.

Anyone who values opera which is also a valid theatrical experience should catch this *Makropoulos*—further performances at Cardiff, Birmingham, Swansea, Bristol, and, on December 11, at the Dominion Theatre in London. Those who practise "music theatre" might note that though David Pountney's serviceable production includes some sharp characterisation, it is musical virtues that make the evening enthralling: careful balance between voices and Janacek's prickly orchestra and mostly admirably clear diction. Miss Lear's vowels are hard at first for English ears, but by the second act her words were as telling as anyone's.

Richard Armstrong conducts, sometimes permitting tension to sink below the level of high macabre comedy, yet always contriving to turn the screw in time. The orchestra was responsive in spite of traces of *Tristan*-exhaustion. Julian Moyle's Baron Prus (a potential Dr. Schön for WNO's next *Lulu*?) is an acquisition. Thomas Hemsley's tetchy layer Kolenaty is still invaluable in the rapid dialogues of the first act. The senile Count of Nigel Douglas, a polished study of amiable lunacy, is more nearly tuned to the former than to the present *Emilia*. Mark Hamilton confirms his acting ability in the tenor role of Albert Gregor.

On the next evening I grate-



Stephen Greif, Warren Mitchell and David Baxt

## Architecture

## Paris for the man in the street

by COLIN AMERY

G. K. Chesterton had a pretty good idea of what Paris was all about: "We have said, then, that the Frenchman is the Man in the Street; that he can dine in the street, and die in the street. And if I ever pass through Paris and find him going to bed in the street, I shall say that he is true to the genius of his civilisation. All that is good and evil in France is alike connected with this open-air element."

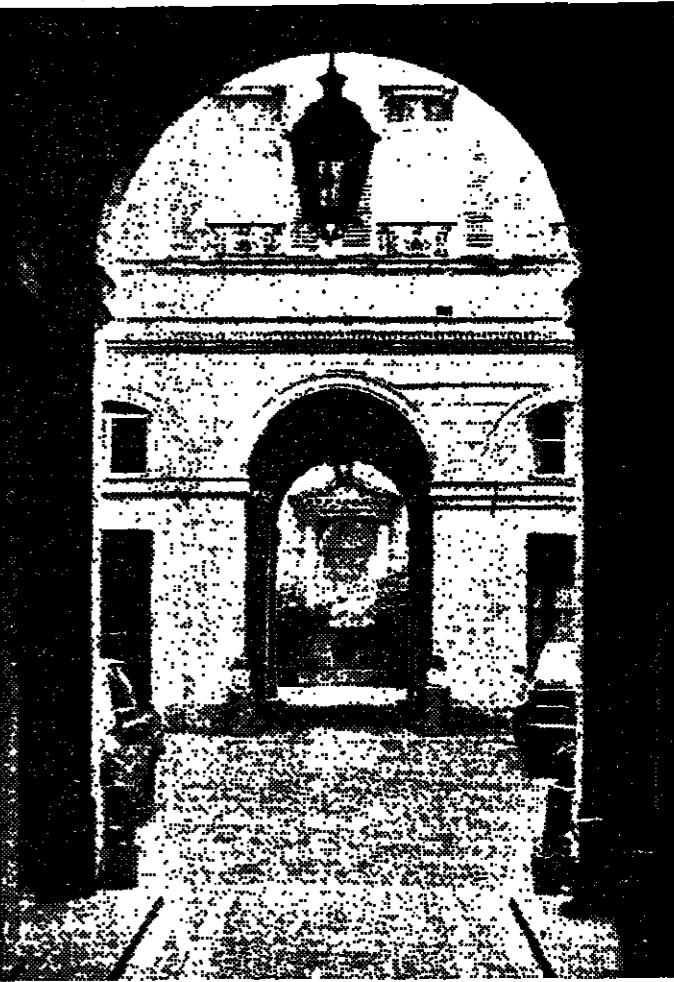
Another Englishman, Sherban Caucuzius has just filled a whole issue of that very English phenomenon, *The Architectural Review* (September 1979) with his views of Paris. Like Chesterton he feels that the essence of Paris lies in its streets rather than in the grandeur of its great buildings.

This special issue of *The Architectural Review* is a visual tribute to the people and places that make up the everyday world of the Paris street. The quality of its photographs and the intricacy of its layout make this a fascinating document that gives a careful and fair picture of Paris. This English view of the French capital is prefaced by an interview with Mayor Chirac who takes the opportunity to give some well-prepared political answers to several detailed questions.

Living at these kinds of densities does tend to throw people on to the streets, and so the streets themselves are filled with a greater variety of life. One small street in Paris has achieved a new kind of fame from this publication, the Rue Mouton Duvernet in the 14th arrondissement, is distinguished for the richness of its service. In this one ordinary short street, the locals support two bakers, a butcher, a fishmonger, two patisseries, a confiserie, a hairdresser, two newspaper shops, a chemist, a garage and several restaurants.

The English view of Paris is not just sentimental affection for the kind of street life that, if it happened in London, would probably be disastrous—it is also an enthusiasm for the efficiency of life in Paris. More than twice as many people travel on all forms of public transport for one month for £8.50. London Transport should be envious.

This special English look at Paris does give a good flavour of the city but it is sad that it has deliberately decided to ignore the new architecture of the last 25 years. The great weakness of the townscape approach to cities is that it avoids any serious consideration of architectural values. No amount of townscape can help La Défense or the Front de Seine or Italie 13, and while *The Architectural Review* is rightly entranced by the pavements of Paris it has missed a chance to evaluate the quality of her new architecture.



Courtyard off the Rue du Université

## Maazel takes over Vienna State Opera

by ANTONY THORNCROFT

In the ornate grandeur of the Vienna Opera House on Friday, surrounded by busts of the great composers, Lorin Maazel officially confirmed what had been last week's gossip in musical circles—that he was to take over as director of the Vienna State Opera from the autumn of 1982 on a four year contract. He will be the first American to hold what is probably the top post in music, and he numbers among his predecessors Mahler and Richard Strauss. Perhaps with them in mind he specifically went out of his way to promise a new direction for the State Opera, along as yet undisclosed lines, even though he hopes to retain his two principal other jobs, as music director of the Cleveland Orchestra and chief conductor of the Orchestra National of Paris. However he has relinquished his post as principal guest conductor of the London Philharmonic.

Maazel, who is 49, was not among the favourites for the position but his long and impressive record (he made his debut as a conductor at the age of eight, and lobbying by the Vienna Philharmonic Orchestra,

was enough to overcome the prejudice in giving this key job to an American. For in addition to the task of supervising three hundred performances of opera and ballet a year in the Opera House, the director also supervises a large artistic complex which includes the Vienna Philharmonic, a house devoted to operetta and two theatres, with a combined expense to the Austrian Government of around £25 million a year.

To underline his commitment to Vienna Maazel is taking up residence there—the size of his undisclosed salary, and associated tax problems, were still under discussion almost up to the last minute—but he will only conduct 30 performances a year in Vienna, plus one new opera production. His first task will be to build up a team of able and creative subordinates who may be drawn from outside Austria. For he wants the Vienna State Opera to present an international viewpoint, to be seen by film and television, throughout the world, and to tour where possible. (A visit of the State Opera company to the U.S. starts next month, at a cost to the Austrian Government of over £800,000.)

## RUGBY UNION BY PETER ROBBINS

## Depression over the English game

SOME WEEKS ago Dick Jeeps, ex-England scrum half, former president of the RFU and now chairman of the Sports Council—delivered a withering attack on the standards of English rugby. One major criticism was that since the arrival of coaches, forward play has been developed at the expense of back play.

One of the problems is that the English at present have only good forward play to mimic and draw inspiration from. The continual failure of the National XV has depressed rugby here.

There is indeed a depression over the English rugby scene with no sign of emerging talent on any scale. It will be most interesting to see where the successful members of the under-19 XV eventually wind up. The newcomers hopefully will have more enthusiasm for hard work than seems the case now.

This apparent disaffection is not just happening at the lower levels but even to first-class clubs. It is incredible that clubs such as Northampton, Moseley have not had good tournaments at pre-season training. Both clubs have made significant contributions to English rugby over the years and one can only be saddened that the

disciplines of turning up consistently and on time for training should be so eroded.

Moseley have a particular problem which illustrates the thinness of three quarter talent in the Midlands. Malcolm Swain, Barry Corless and Alan Hill have all been around for a long time but Corless admits there is simply no one to press them for their places.

At several first-class games this season I have been struck by fluctuating standards in the various regions. There are, in principle, 47 first-class clubs in England. In fact, the number would not realistically exceed 20.

Instead of clubs jockeying for first-class status, bleating about being omitted from that list or not being designated a merit table club, the RFU could organise leagues so outsiders can get in and the talent that gets them in is seen.

Scotland's president, Jimmy Ross, has said he is delighted with the benefits of league rugby in Scotland. The present English system is simply not producing the quality players who must exist somewhere among the thousands playing every week in England. The RFU tersely rejected such a

league system at its July AGM without justifying their rejection. It would be interesting to learn the rationale behind that decision.

Jeep's criticism regarding the neglect of three-quarter skills is certainly valid. The most imaginative individual centre half I have seen so far came from John Whitehead, the Birkhead Park centre. But the rest of the team is so poorly equipped up front that his true development is being arrested.

The Park were humiliated by Sale when I saw them but nevertheless contrived some flashes of unpatterned rugby which makes one wonder why other clubs with a greater spread of talent should be so predictable and dull in their backplay.

The partial answer is that many backs are not technically equipped either to take the chances or to contain them satisfactorily. Mogg, for example, played in the centre for Gloucester at Bristol on Saturday and while he showed a willingness and skill to beat his man, his final passing was so appalling that all the good work was spoilt.

The Memorial Ground match

of the current English malaise.

Thankfully Hignell was in tremendous form and enlivened an otherwise dull afternoon. If only his place kicking was as good as Butler's there would be no doubt about his place in the England side.

However, the Bristol scrum half, has aroused much favourable comment and is to be seen in Brussels next weekend. He may have given away some penalties but nevertheless showed a wide variety of useful skills including the kicking with both feet—very necessary because the Bristol centres and wings could scarcely put a coherent move together due to inept handling and eccentric alignment.

Of the packs I have seen this season, Sale's have impressed me most. With Cotton now fit they look very well drilled and set for a good season.

The current leaders are Nottingham Forest, still some way from their peak, Crystal Palace, the perky newcomers from the Second Division, and Manchester United, who, on two occasions I have seen them this year, have suggested that they are no more than a good, but unexceptional First Division side.

The small margin dividing the

have approximate working-class accents unless they come from good schools. Their conversation and their activities are hardly different from the behaviour only too familiar from barracks-room comedies on television and so on. There is no plot, only a selection of daily events, ending with a passing-out parade where they are presented with a certificate of self-deceit a true and individual existence.

The play skips irregularly in time and place, and Michael Rudman, the director, has required a multiple set (by John Gunter) showing the Lomans' sitting-room and two bedrooms as well as trucks providing other locations. Willy Loman's Brooklyn house is surrounded on all sides by frowning frontages of identical windows or metal fire-

escapes, but they disappear at

times to make way for back-

cloths of open country or, in

the last mawkish scene, a

cemetery.

This scene is the only one

where I feel the sentiment un-

der. At other times, though

myself I find it hard to work

up sympathy for Willy in spite

of his misfortunes, all seems

too convincing—the idle-

ness and disloyalty of the thiev-

ing son Biff (a nice perform-

ance by Stephen Greif), the child-

ish merriment of the younger boy

Happy (David Baxt). To be caught by your son with a tart in your hotel bed-

room must be an alarmingly un-

happy experience.

Only Willy's faithful wife,

always ready with an exact ac-

count of the debts for the week,

provided him with a permanent

resting place, but it is the

imaginative achievements of his

boys that give him pleasure, not

the affectionate reliability of

their mother, Doreen Mantle

plays her beautifully, keeping

sentimentality firmly at bay

even when, over the grave, she

recounts with a kind of muted

triumph that the last of the

mortgage has been paid.

The play skips irregularly in

time and place, and Michael

Rudman, the director, has

required a multiple set (by John

Gunter) showing the Lomans'

sitting-room and two bed-

rooms as well as trucks pro-

viding other locations.

Under this "Name A Seat" scheme aids Royal Court

From the beginning of

December, the Royal Court

Theatre in London will be

closed for six weeks to allow

vital work of re-seating and

re-carpeting the auditorium.

This work has become essential,

as says the theatre, "seats

threaten to collapse nightly

under our patrons."

The Royal Court has been

informed by the Arts Council

that funds from their Housing

have been used to help

with the cost of the work.

The Arts Fund are committed

until 1985 so in order to

safe-guard the future of the

English Stage Company at the theatre

a "Name A Seat" scheme is

being introduced.

The recruits are tolerably

played by an all-female cast

under Jack Emery's direction.

Miss May, with three other

parts beside that of the CO, is

outstanding among them.

The only hint of subtlety, either in

writing or playing, belongs to

Sergeant Pickering (Pat Keen),

who cunningly arranges to have

the gay girl Stokes posted to her

as an orderly-room help whose

duties include calling her with

tea in the morning.

S. A. YOUNG

have approximate working-class

accents unless they come from

good schools. Their conversa-

tion and their activities are

## THE MANAGEMENT PAGE

Nicholas Leslie visits an entrepreneur whose successful engineering empire near New Delhi has spawned a workers' co-operative

### An Indian vehicle maker gears up for exports

HARI NANDA is living proof that there is a great deal of truth in the maxim that to succeed in business you need the right connections.

Back in 1944 Nanda set up, with his brother Yuri, a small agency in Lahore, to import tractors. Those tractors were made by Ford, which gave Nanda his first major connection. After partition in 1947 when Lahore became part of Pakistan, Nanda moved to India and relocated his business at Faridabad, south of New Delhi. By that time he had also established Polish connection, importing Ursus tractors.

Today, Nanda's company, which is called Escorts, has links with such German companies as Goetze, M.A.N., Rheinmetall and Fichtel and Sachs, together with Elektrom, of Poland, and in the U.S. with Fiat-Allis, International Harvester, Eversman and, of course, Ford.

Instead of just importing, Escorts also now makes Ford tractors under licence, together with its own tractor (based originally on the Ursus design), a range of agricultural and earthmoving equipment, motor-cycles and motor-scooters and automotive components such as shock absorbers and pistons.

**Presence**

Liaisons of this kind are as widespread in India as they are throughout the Third World. Many major Indian concerns, including such industrial groups as the giant Tata organisation, have used links with foreign companies to help power their expansion.

As in some other developing countries, those which established a sizeable import business have now progressed to setting up their own manufacturing facilities to build products under licence, and in some cases to the eventual production of their own range of products. An added impetus to such progress in recent years has been Government restrictions on imports because of a severe short-

age of foreign exchange. Hari Nanda's strategy has been to build up the strength of Escorts in agriculture, transport and exports in order to answer "the core needs of the country," as he puts it. Behind Escorts' development of a wide range of agricultural equipment lies not simply market opportunity, but the belief that India must produce more food more efficiently, and become a stronger presence in world markets, in order to strengthen the country's economy and to help raise the economic levels of other developing countries.

In more recent years Escorts' agricultural products have found markets not only in India, but also in Africa, Afghanistan and Nepal, and other countries. Increasing emphasis has been placed on developing products that are entirely of Escorts' own design and not merely based on foreign products. The company has a scientific research centre where product development has been concentrated in the past few years on the introduction of a new range of tractors, while also finding new products—some of which are competing abroad with the established western majors—and new applications for existing products in the Escorts range of industrial equipment.

#### Merits

For all their Western management techniques, many Escorts executives find themselves having to operate at a very different grass-roots level from their Western counterparts. As an executive in the agricultural division points out, a constant educational role is required. Historically, people in rural areas have produced enough crops for their own requirements, plus a little extra. Now, he says, they have to be convinced of the merits of producing a surplus to meet the country's needs. Until this is done, it is difficult for an Escorts executive to convince the rural population of the benefits that agricultural machinery can offer to farming.

He suggests that because Japanese motor-cycles have become more sophisticated, with more options being offered to cater for the whims of the developed world, they have become less suitable than have the likes of Rajdoot for developing countries, where simplicity



TOP: Hari Nanda, chairman and co-founder of Escorts. ABOVE: Escorts' Rajdoot motor-cycles, in production at the Faridabad factory, have a major share of the market.

facilities, medical assistance and education, together with an employee welfare fund.

Over the past 35 years

Escorts has grown into an organisation employing over 7,000 people in factories at Faridabad, Patiala and Bombay and with annual sales of over Rs 1bn (£58m). But as with most manufacturers of products,

such as motorcycles, tractors, agricultural machinery and earthmoving equipment, it is involved essentially in an assembly operation.

At the helm, Hari Nanda remains the dominant figure of Escorts, but even the ownership of the company has broadened considerably and today there are over 10,000 shareholders.

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#### Management abstracts

These summaries are condensed from the journals of abstracts published by *Industrial Management Publications*. Readers wishing to consult original texts should write to: P.O. Box 23, Wembley, HA9 6JN.

Egyptian Lessons for Materials Management and Purchasing. A. H. Schaafsma and J. W. Schramkamp in *International Journal of Physical Distribution and Materials Management* (UK), Vol. 9 No. 4: p. 208 (7 pages, charts).

Offers the theory that the Egyptian Empire collapsed because it ran into procurement difficulties over iron ore, and uses that awful warning to make the case for a strong and co-ordinated materials management function. Watch out for "The lessons of the Egyptian slave labour system for recruitment practices."

The Depth and Extent of Peer Review. R. Radford in *Accountancy (UK)*, Apr. 79: p. 68 (3 pages).

Outlines the peer review programme sponsored by the American Institute of Certified Public Accountants, and describes how a typical review would be carried out; notes that the UK profession is hostile to the adoption of the peer review, but suggests that the U.S. example gives pointers to the control of audit quality.

New Concepts in Brazilian Accounting for Inflation. R. Fleming in *The Accountants' Magazine (Scotland)*, Apr. 79: 162 (4 pages).

Brazil has for many years used inflation accounting. The author describes a recent change to the country's tax structure which has the effect of reinforcing the separation of trading results from inflationary effects (and which allows a tax deferral of inflationary gains until they are realised).

Workers' Self-Management: the Yugoslav Experiment. J. Ramond in *British Journal of Industrial Relations (UK)*, Mar. 79: p. 58 (12 pages).

Reports research into the conduct of Yugoslav industrial enterprises that reveals the nature of a power struggle between the policy authority of "self-management" bodies such as workers' councils and the authority of executive management; shows how executive management has increased its power and discusses the nature of worker/management conflict and how it is controlled.

Social Responsibility Disclosure. D. R. Beresford and S. S. Cowen in *Business (USA)*, Mar./Apr. 79: p. 15 (6 pages, charts, tables).

Surveys the extent to which industrial companies, banks and life insurance companies are providing details of social responsibility support and action in their annual reports to shareholders; a useful appendix lists general categories of social responsibility and the individual topics contained within them.

EDITED BY CHRISTOPHER LORENZ

### Paternalism and the State try a new type of venture

SEVERAL factories on either side of the long, dusty road through Faridabad, an industrial area south of New Delhi, bear the name "Escorts." Visually they are striking because they stand out like oases of imaginative design, in what is an otherwise architectural desert.

One of the buildings is particularly so, not because of its appearance, but because of the concept behind it. The factory is owned by the employees of Escorts and not by the company.

#### Oddity

Escorts Employees' Ancillaries, as it is called, has been in existence for eight years, and is as unusual in India as industrial co-ops are in the UK. Indeed, it may well be unique in India.

The creation of such workers' involvement is an oddity because the large proportion of India's industrial wealth, which is not in State ownership, is concentrated in the hands of a relatively small number of people. Paternalism is therefore a way of life, radiating through much of industry—including, to some extent, Ancillaries' itself.

And, while Escorts claims to pay an average monthly wage of Rs 337 (£19), compared with the average of Rs 155 (£10.30) for the Haryana state in which Faridabad lies, it seems that the lowly paid will need a lot of encouragement to commit some of their cash to anything other than their own immediate needs.

Escorts gave the infant company a leg-up in a number of ways at the outset, and is still on hand with free assistance if it is needed. For example, to assess how and where Ancillaries might seek its business, Escorts carried out project and feasibility reports, and helped to arrange Ancillaries' initial

themselves in the development of the company.

Meanwhile, a counterbalance to Escorts' influence exists through the two Government nominees on Ancillaries' Board. They were appointed after the State granted Ancillaries a Rs 5m loan to enable it to build a factory and branch out into manufacturing. The State has an option to convert part of the loan into Ancillaries' equity, a move which would make it a dominant shareholder. But many people inside the company do not expect it to make such a move.

Over the past eight years the Ancillaries' equity has been increased from Rs 1m to Rs 2.5m (though shareholders have had to wait until this year for their first dividend to be paid). These funds, together with the government loan, have paid for the construction and equipping of the factory at Faridabad, which this year went into production for the first time.

#### Related

For its first manufactured product, Ancillaries has again relied on Escorts. Technical links have existed for some time between Escorts and Mikuni Kogyo Company, of Japan, and a Mikuni carburettor, with which Escorts could itself have gone into production, has been passed on to Ancillaries.

By moving into the manufacture of carburettors—part of the output of which Mikuni is committed to taking for its own use—Ancillaries has, somewhat belatedly, realised one of its original objectives: to have a production facility of its own under worker control. In this new phase of development it still has to prove itself, though its continued future seems beyond doubt, given its backing. But whether that success will emerge from a truly independent worker-owned and controlled business, free of the Escorts' umbilical chord, is the big question.

#### Blue collar

There are eight Ancillaries' directors, one of whom is selected by staff and one by the workers. Then there are four "honorary" directors who are either Escorts' directors or senior executives. This uneven representation, say senior executives, has been created largely by the need to ensure strong direction. They maintain that they hope to see more blue-collar shareholders and policy-makers, and that they encourage such workers to aim for this objective by buying shares and actively involving

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## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY  
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Monday September 24 1979

## Rhodesia: so far, so good

AFTER TWO painfully slow weeks, the Lancaster House conference on Rhodesia has begun to make significant progress. There is now a better than even chance that the various parties to the conference will agree on a constitution. If and when that happens, stage one of the conference will be over.

It is far too early, however, to start being optimistic about the final outcome. Lord Carrington's strategy is to address one issue at a time. Agreement on a constitution is the first and probably the easiest issue on the Lancaster House agenda. The list of remaining items is a formidable one: who will govern the country during the six or seven-month transitional period between the conference and fresh elections? How and by whom will the country be policed? What happens to the various warring armies? When will sanctions be lifted? The war is unlikely to end until all these issues are resolved. There is still a long way to go.

In the first two weeks, a number of potentially serious roadblocks have been removed. Whatever it was who decided that Mr. Smith should be included in the Bishop's delegation made a wise decision. Mr. Smith in London, faced by the reality of the issues at stake, and forced to declare his hand at the negotiating table, is an altogether different proposition to Mr. Smith providing a critical running commentary back in Salisbury.

### Unchallengeable

During the past week, Mr. Smith has dug in his heels. But to his own evident surprise, he has found himself isolated. He has come under pressure, for a variety of different reasons from his fellow white delegates, from the South African Government without whose economic support Zimbabwe-Rhodesia would crumble, and apparently also from Lt.-Gen. Peter Walls, Zimbabwe-Rhodesia's head of Combined Operations, to agree to Lord Carrington's proposals.

For 15 years, Mr. Smith has been the unchallengeable leader of Rhodesia's white community. It would be unwise to underestimate the power that he still has. But it is beginning to look as if important and influential elements in Rhodesia's white community recognise that events have overtaken Mr. Smith.

The last week has also served to give some coherence to the Salisbury delegation. It arrived far less well prepared for the conference than the two

## The Liberals kick off

THE RUN-UP to the party conference season this year has been almost entirely dominated by the arguments within the Labour Party, although there have also been hints of a Right-wing Tory rebellion in Rhodesia. The Liberals have had scarcely a look-in, and from their point of view it is no doubt slightly unfortunate that they should be the first to appear. Their conference opens in Mar-

gate today.

### Compassion

The Liberals stand to benefit from Tory failure in office and Labour dissension in opposition. Probably they need both to do well. For if the Tories fall while Labour remains reasonably united, there seems no reason why votes should not simply swing back to the Labour Party both at by-elections and at the next general election. Equally if the Tories succeed and Labour is more than usually divided, the natural outcome would be a rise in Tory support. Either way, there would be little need for the Liberal half-way

house, however, rarely works in so absolute a fashion. It is more likely that the Tories will neither completely succeed nor completely fail and that the Labour Party will continue to hold together, however precariously. For the Liberals, therefore, it will be a case of seeking to win over those Tory voters who believe that the Conservative Party under Mrs. Thatcher is moving too far to the right, and those Labour voters who fear that their own party is moving too far to the left. The simplest way of putting it is that the best way forward for the Liberals is to establish themselves as what in other countries would be known as a social democratic party: one which puts compassion and common sense above ideology and whose values are liberal with a small "l".

The competition for this ground is more intense than it looks. Although it is the argument between Mr. Callaghan and his Left-wing about the Labour Party's future organisation which has made the headlines, there are in fact several prominent party members who have declined to join in. Mr. Healey, for instance, has

referred to the organisation debate only in passing, and Mr. Shore not at all. The struggle to maintain the Labour tradition of a pragmatic social democrat party goes on, and no doubt will continue to do so even if the votes on organisational questions at the Labour conference in Brighton next week go in what Mr. Callaghan would regard as the wrong way. Anyone who queries that has only to look at the flood of literature now coming from the party's right-wing. It is much too early to say that Labour is destroying itself, and in any case that it is a curious view of a party that has been more or less consistently ahead in the opinion polls since the general election last May. There is an internal debate, as indeed there should be, the first to appear. Their conference opens in Mar-

gate today.

### Revival

It remains true, however, that the Liberals are the party not associated with the big battalions and that they may well be able to profit from that position. That is how Mr. David Steel, their leader, fought the last election campaign, and in the circumstances he was remarkably successful. Certainly, as Mr. Steel said in a radio interview at the weekend, a Liberal revival during the present Parliament would start from a stronger base than for many years. It may be an unenviable task to lead a party which is practically banned from power by the electoral system, and which can only gain from others' mistakes. But at least we should be grateful that we have the Liberals to fall back on. It is the possibility of a Liberal revival that should keep the Tories especially on their toes.

# Margaret Hughes examines the implications of the controversial Rolls-Royce/TriStar deal

## The cost of keeping RB-211 engines in the air

EARLIER THIS month, Mr. John Nott, Britain's Trade Secretary, was in California to see Rolls-Royce RB-211 engines being fitted to the first Lockheed TriStar built for Pan American Airways. The first aircraft is due for delivery in February next year.

Eighteen months ago, Pan Am placed a \$520m order for 12 long range Lockheed L-1011 TriStars fitted with RB-211 engines. It was a major breakthrough for Lockheed and Rolls-Royce. Both desperately needed the order.

In announcing the deal Pan Am said that the RB-211 engines had been selected because of their "technological superiority". But the deal illustrates all too clearly that the financing of an order is as important, if not more so, than the quality of the product itself. The first stage of the financing was signed last month.

Lockheed needed the Pan Am order to keep its California production line going. British Airways and Delta Air Lines had already bought TriStars but after that the order book was looking decidedly bare. A big order from a major U.S. carrier flying extensive international routes was just what was needed.

U.S. airlines account for 60 per cent of the world aircraft fleet.

All previously sold TriStars had been fitted with RB-211 engines, but this time Rolls-Royce faced fierce competition from U.S. engine manufacturers. General Electric was offering the CF6-50 engine, Pratt & Whitney its JT-9D engine. Pan Am has traditionally ordered U.S. engines.

The signing of the deal was greeted with the applause befitting such a success. But this turned to criticism when it became clear just how the order was secured. It caused a furore both in Britain and the U.S. Not only had Rolls-Royce undertaken to arrange all the financing but Britain's Export Credits Guarantee Department (ECGD) had agreed to provide credit insurance cover for the whole deal—not just for the Rolls-Royce share of the contract.

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It would open up the crucial U.S. market if Pan Am selected TriStars fitted with RB-211 engines, provide substantial spin-off orders for other UK companies, such as Lucas Aerospace and Smiths Industries, and preserve jobs. Were Pan Am to choose U.S. engines, the outlook for further RB-211 orders, it was argued, would be gloomier.

Some 90 per cent of ECGD's business is insured on a purely commercial basis under Section 1 of the Export-Guarantees Act. But ECGD cover for deals which cannot be justified on a purely commercial basis but which are none the less considered to be in Britain's interest are permitted under Section 2 of the Act. Such contracts require approval by Treasury and any other Government department which has a direct interest in the particular sale. Even so the commitment on the Pan Am contract went beyond anything which had previously been undertaken within Section 2.

But in the case of the Pan Am deal, the supply of the airframe by Lockheed accounted for about 75 per cent of the contract. ECGD was, therefore, agreeing to provide insurance cover for a deal which was essentially between two U.S. companies—Lockheed and Pan Am.

The provision of insurance cover for the entire deal was a vital element in securing the



John Nott, Britain's Trade Secretary, at the Lockheed plant in California earlier this month

agreement to raise the finance for the whole deal and had given a pledge on the cost of this financing. ECGD has had to meet this commitment.

The financing is being partly raised in London and partly in the U.S., all under ECGD guarantee. The UK financing has been raised by a separate company, Rolls-Royce Finance, to keep the financing apart from the aircraft/engine deal.

Because Rolls-Royce undertook to raise the finance on Pan Am's behalf, ECGD has had to amend its normal bank guarantee. Usually this guarantee covers the bank against default by the buyer. But in this case there is a third party, Rolls-Royce, so that ECGD is effectively guaranteeing the banks against default on loan repayments by both Rolls-Royce and Pan Am.

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The provision of insurance cover for the entire deal was a vital element in securing the

offsetting those of the other loan, which in any case does not have the advantage of an ECGD guarantee. The interest rate on this loan is also understood to be higher.

Much of the problem of the financing is the result of Rolls-Royce's commitment to Pan Am on the cost of the financing.

Since then interest rates have risen sharply and inevitably the cost of raising the finance has become more difficult.

But the intricacies of the financing do not end there. Though both the loans raised in the UK have now been signed, a final step is still to be completed and this is directly linked to the financing in the U.S. This third loan of \$260m is to be raised through a private placement using an equipment trust arrangement and is being handled by Lehman Brothers and Citibank.

Under this mechanism the

lenders receive certificates

of the equipment trust which will be set up to own and lease the aircraft within the agreement.

With a view to shortening the loan repayment terms while

European countries are strongly

resisting this move, the Pan

Air/Tristar contract, along with

the Eastern Airlines Airbus

deal, has hardened U.S.

attitudes. As a result negotia-

tions on improving and

tightening up the OECD agree-

ment itself are at a stalemate

with neither the U.S. nor the

EEC giving any ground.

As an interim measure air-

craft financing is covered by an

OECD "standstill" arrange-

ment, whereby individual

countries agreed some four

years ago not to extend credit

terms which were more favour-

able than those they were offer-

ing at the time.

This does not cover interest

rates—as the full OECD agree-

ment does—merely the period

of the loan. The maximum is

ten years for large jets. Strictly

speaking the aero engines are

governed by the OECD agree-

ment.

The financing raised in

London will also be converted

into trust certificates when the

trust itself has been set up. All

the financing arrangements have

been completed by February

next year when the first aircraft

is due for delivery. Altogether

six aircraft are to be delivered

in the early part of next year

with delivery of the other six

aircraft due in early 1981.

It is not clear quite how the

financing is to be allocated to

the two sectors of the contract

—the airframes and the engines.

It would seem that all three

aircraft will cover parts of both.

The terms for government-

backed credits for aircraft

financing are not covered by

the OECD agreement reached

by the main exporting nations

in 1976. This is because the

participants have not been able

to agree on the issue.

In fact the interest rates on

all three loans are expected to

comply with the agreed OECD

interest rates.

The length of the UK raised

financing is believed to be 10

years, thus complying with the

"standstill" terms though not

with the OECD agreement. The

length of the U.S. loan will

however, be 13 years and thus

in clear breach of any interna-

tional agreement.

Pan Am has options on a

further 14 aircraft but Rolls-

Royce says quite firmly that the

same financing arrangements

will not be used again. This is

understandable since the

present exercise is likely to

have proved rather costly.

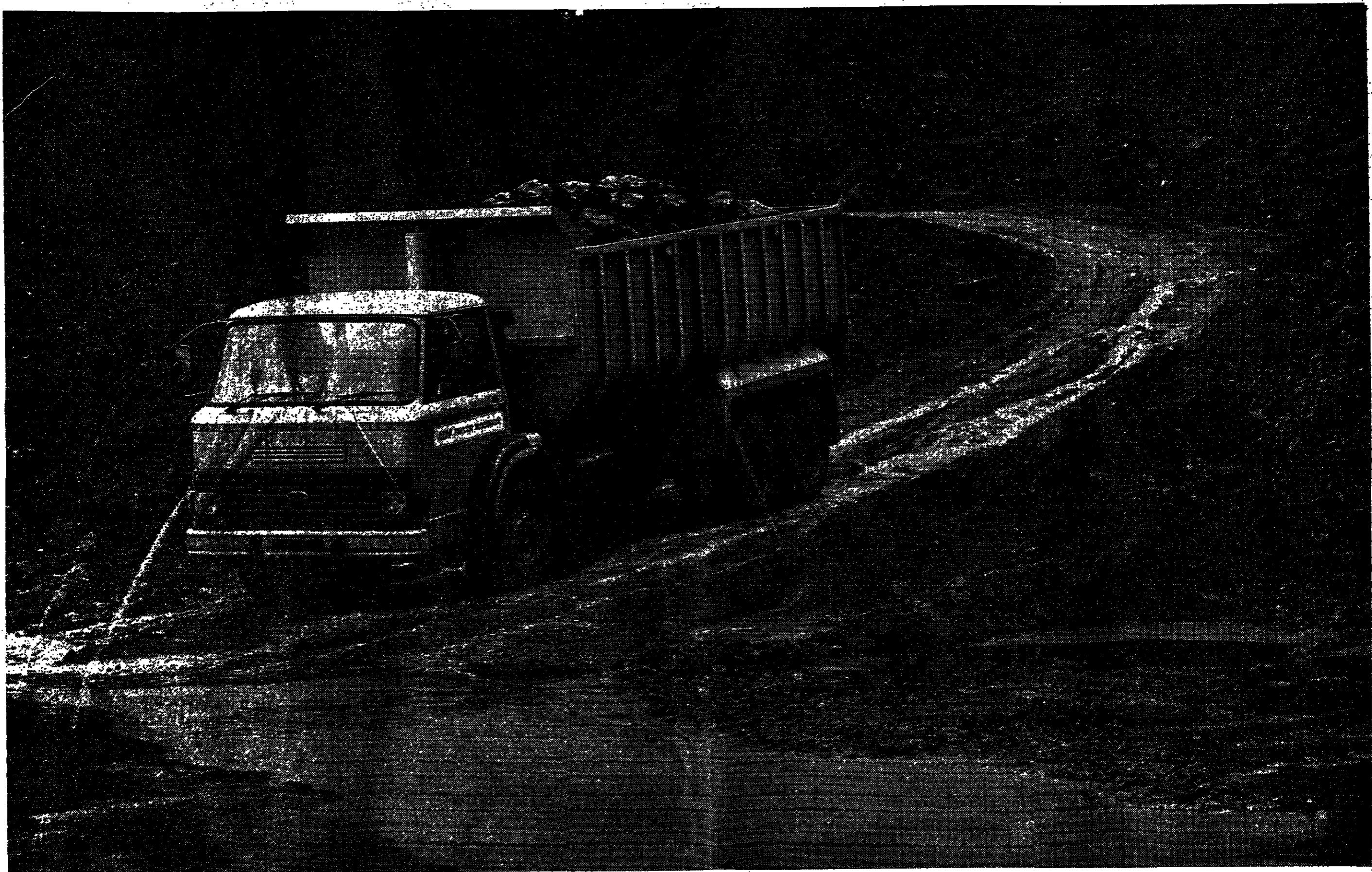
Apart from anything else inter-

## FINANCIAL TIMES SURVEY

Monday September 24 1979

# Commercial Vehicles

The long-expected restructuring of Europe's commercial vehicle industry could well be sparked off by recent news of more technical and manufacturing co-operation between companies. Major producers are faced not only by severe price competition but also a decline in demand, in unit terms, due to the general trend towards larger—and fewer—vehicles.



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Each truck gets a weekly lubrication and a quarterly gearbox oil change.

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Even dirty stories have happy endings. Taylor Woodrow, who run the trucks, have just ordered 6 brand new ones.

**FORD 'D' SERIES**



## COMMERCIAL VEHICLES II

## European market faces big changes

THE STRUCTURE of the European truck industry could change dramatically and quickly now that the PSA Peugeot-Citroen group has declared its intentions. PSA only three weeks ago made it clear that, not only will it keep the Dodge Trucks operations it acquired along with Chrysler's European interests at the beginning of the year, but is also going to develop Dodge into one of Europe's more important truck businesses.

The declaration of intent came with the news that Dodge and DAF Trucks of Holland are investigating the possibility of technical and manufacturing cooperation.

Giving the details, Mr. Patrick Mannion, a director of Chrysler Europe and deputy group director of Dodge Trucks Europe, maintained: "PSA has been looking at the long-term potential of the Dodge Trucks business. This is PSA's way of saying: 'We want to develop the business and make a success of it.'

## UK REGISTRATIONS OF NEW COMMERCIAL VEHICLES

MANUFACTURER	TOTAL	12 months ended December 1978	1977
BRITISH			
Bedford	45,926	43,047	
BL Cars	50,123	43,370	
Leyland Vehicles	13,584	14,033	
Chrysler	12,182	10,476	
Ford	69,837	69,985	
Hestair Dennis	328	275	
ERF	2,653	2,126	
Foden	1,220	1,095	
Seddon Atkinson	3,825	3,822	
Voice	—	—	
Others	762	679	
Total British	200,439	188,171	
IMPORTED			
DAF (Holland)	1,720	1,421	
Ford (Holland)	229	280	
Chrysler (France)	3,889	4,185	
Citroen (France)	19	77	
Fiat (France)	282	100	
Peugeot (France)	1,034	162	
Renault (France)	2,101	1,515	
MAN (West Germany)	408	330	
Magirus Deutz (West Germany)	815	443	
Mercedes-Benz (West Germany)	4,269	3,011	
Opel (West Germany)	36	12	
Volkswagen (West Germany)	8,103	5,499	
Fiat (Italy)	3,466	2,619	
Daihatsu (Japan)	637	—	
Datsun (Japan)	7,527	4,532	
Honda (Japan)	3,017	2,957	
Mazda (Japan)	2,769	1,525	
Toyota (Japan)	5,305	3,808	
Polski-Fiat (Poland)	524	—	
Roman (Romania)	28	176	
Chrysler (Spain)	169	61	
Ford (Spain)	3,850	—	
Scania (Sweden)	1,394	885	
Voice (Sweden)	3,725	2,815	
Jeep (U.S.)	175	1	
Others	345	319	
Total imported	55,846	37,051	
GRAND TOTAL	256,245	225,322	

Source: SMMT

He was full of hope that when—not if—the deal with DAF was completed the nucleus of a new truck "club" would be formed and that it would attract other companies.

This would certainly spark off the long-expected restructuring of the European Commercial vehicle industry.

Although it would have been a little surprising if PSA had decided to sell off Dodge—given that it is a profitable business based in the UK, one of Europe's bigger markets, and Spain, the fastest-growing—it would have been understandable.

After all, PSA faces a huge task, both financial and in management terms, to assimilate Chrysler Europe and turn it round so that it is making a reasonable return on assets.

And going it alone with Dodge would have been something of a gamble. With an annual output of around 20,000 trucks and 10,000 light commercials, Dodge is in the minor league compared with the major European groups. For example, Daimler-Benz of West Germany and IVECO produce around 240,000 and 109,000 commercials a year respectively.

Dodge's "home" markets, Spain and Britain, represent only 30 per cent of potential European business and the company needs new products and to enlarge its range fairly quickly.

All this would involve massive investment. But the co-operative venture with DAF would enable the two companies to spread the fixed cost of component engineering and development and even production over a larger output. (The co-operation involves only trucks over 3.5 tonnes gross weight and DAF produces about 15,000 a year.)

Would this be enough, though? IVECO has estimated that a group needs an annual output of at least 100,000 commercial vehicles a year to reap the full benefits of the economies of scale. And IVECO is the current outstanding example of the co-operative venture within Europe's truck industry.

As a result, the two fastest-growing sectors of the commercial vehicles market in Europe are the heavier vans (about 2 tonnes gross weight) and trucks larger than 16 tonnes. The UK-based Economic Models forecasting group suggests that both these market segments will be growing at an

average annual rate of more than 3 per cent until 1984, mainly at the expense of the light truck sector (3.5 to 16 tonnes) which will decline by just over 1 per cent.

If this forecast is fulfilled, the number of trucks over 3.5 tonnes registered in Europe in 1984 would be only 245,000 compared with 272,000 in 1978 in the six major markets: West Germany, France, Italy, the UK, the Netherlands and Belgium.

As far as export (in this context non-EEC) markets, most of the European groups are in the classic chicken-and-egg position. They need export sales to increase volume so as to be cost competitive with rivals in Japan and the U.S. Yet to win export sales they must have the competitive costs only volume production can bring.

To break out from this problem, PSA has decided that Dodge and, if all goes well, DAF will form the basis of a new European group similar to IVECO. It would have a variety of product names, but draw on many common components, share some engineering and design and even some of the costs of backing up the marketing and distribution operations in some markets.

So, it is not beyond the realms of possibility that by 1989 we might see a group in which Dodge, DAF, MAN of West Germany, Leyland Vehicles of the UK and Renault Industrial Vehicles of France, for example, were linked in a kind of federal structure. Such a group would have significant shares in most of the important individual European markets (there is little to be done about a base in Italy because Fiat's dominance and the lack of any other significant commercial vehicle manufacturer there) and be in a position to take on the strongest Japanese and U.S. competition in the developing countries and the Middle and Far East, the "neutral" overseas battlefields.

PSA's choice of DAF as the first partner took most observers by surprise. But Dodge and DAF do fit together fairly well in that Dodge is better represented in the light and medium truck sectors while DAF concentrates mainly on the heavy end.

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These pressures for restructuring of the industry are familiar. There is over-capacity and severe price competition—not only in Europe but elsewhere in the world.

Mr. Jacques Vandamme, new chairman of IVECO, commented: "There are too many companies making heavy trucks in Europe. There must be some more restructuring. Certain makes might disappear." Then he pointed out that "the IVECO group is open to other manufacturers who would like to join us. We have shown what we can do and we are willing to listen to any suggestions."

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Competition

On the other hand the truck makers need to invest heavily to keep up with the competition and the increasing demands of legislation related to transport and environment. Mr. Sten Langenius, who heads Volvo's truck business, believes that whereas a new truck model could look forward to 10 to 15 years of life, this has shrunk to seven to 10 years.

The more efficient European truck producers are each using three to four "families" of components to cover their complete ranges of trucks. Even so, volumes at the heavy end are still relatively small—hence the constant search for joint-venture projects where the cost can be shared between two or more manufacturers.

In unit terms, too, demand for trucks is on the way down because of a switch to larger vehicles, a trend apparent across Europe. Bigger trucks can carry more goods, so fewer are needed.

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### The diverse range of commercial vehicles

These pictures illustrate the wide range of applications which commercial vehicles must cover. On the right is the Fiat Fiorino van, recently introduced to European markets with some success. The picture below shows Scammell's "Commander" tank transporter for carrying tanks of up to 65 tons



Then the pressures on DAF to sort out its future plans were greater than for some other companies. It was one of a few truck makers to record a financial loss last year. (It has been making significant losses about the current 12-month period, however.) The group attempted to find a "friendly big brother" in 1972 when International Harvester of the U.S., one of the world's biggest truck manufacturers (and a significant commercial vehicle manufacturer there) and be in a position to take on the strongest Japanese and U.S. competition in the developing countries and the Middle and Far East, the "neutral" overseas battlefields.

As for the PSA move is certainly likely to upset the "state of unstable equilibrium" in the European industry. That phrase was coined by the Paris-based forecasting group, Eurofinance, in a report published before the Dodge-DAF deal was announced and which pointed to three "unstable" situations in particular which could lead to structural changes—the approach PSA would take to Dodge being one of them.

The others included: Volvo and Scania, the two Swedish producers, who working together would be a powerful force in the heavy truck business in Europe. Volume. But, according to Mr. Piet van Doorn, DAF's chairman, IH fully support the proposed deal with Dodge.

### Problems

But the two groups failed to agree about anything except they did not see eye to eye. Certainly the hoped-for benefits failed to materialise for DAF, there has been no help with product development, no truck sales in the U.S. to boot.

PSA would take to Dodge being one of them.

The Eurofinance report suggested that decision in one of the three "unstable" situations would trigger a series of moves on the structural chess board.

Now PSA has probably set the game in motion.

Ken Gooding

Motor Industry Correspondent

## Who's who among the manufacturers...

EUROPE HAS a strong and thriving commercial vehicle industry. The following list is by no means exhaustive but gives an indication of the shape of some of the groups.

• Daimler-Benz of West Germany is the world's biggest heavy truck producer but it has a full range of commercials down to the 2.5 tonnes gross weight level. In 1978 is produced about 240,000 commercials of which 66,600 were assembled in Latin America. All the Continental European commercial vehicle assembly plants are in Germany. Wörth on the Rhine makes the over-six-tonne trucks; Düsseldorf is responsible for the medium range of 3.5 tonnes to 6 tonnes trucks while smaller vans are currently assembled at Bremen. It is estimated that roughly half the group turnover of DM 27bn (26.75bn) and half the 135,000 employees are accounted for by the commercial vehicle business.

Daimler-Benz is engaged on a DM 10bn (22.5bn) investment programme between 1978-83 to expand the product ranges and increase capacity for both cars and commercials. Among the important changes will be a switch of production of light vans from Bremen to Düsseldorf.

• Dodge — the commercial vehicle business which PSA Peugeot-Citroen acquired when it bought the European operations of Chrysler at the beginning of this year (the previous parent group instigated a project to split the UK and Spanish truck operations separately, European identity. This started in 1976 and is close to fruition. Dodge produced 14,330 trucks last year and expects this figure to reach around 20,000 in 1979. Assembly plants are at Dunsfold and Luton in England and Villaverde, near Madrid, in Spain. A further 7,500 Dodge Spacevans (light commercials) were manufactured in 1978 and the total should reach 10,000 this year.

Dodge's plans for the company were made clear early this month. The French parent said it intends to retain and develop Dodge. As a first step towards building it up, talks are going on about a possible technical and manufacturing agreement with DAF Trucks of Holland.

• Ford of Europe: In a normal year Ford of Europe produces about 200,000 commercial vehicles. This year, as the group makes up for losses caused by the 1978 strike, output could reach a record 250,000. Production is heavily biased towards the lighter end of the market and Ford claims the Transit van is the best-selling single commercial vehicle model in Europe. The Transit is

assembled at Ghent, Belgium, Amsterdam, Holland and Southampton, in the UK. The heavyweight Transcontinental trucks are made at Amsterdam, the "A", "D" and "R" series trucks at Langley, UK, the Escort vans at Halewood, UK and the Fiesta vans at Valencia, Spain.

Commercial vehicle production is such an integral part of the total business that Ford does not split out either turnover figures or employment totals. The group is not quite mid-way through a £400m, five-year investment programme for the trucks business. Some of this went to set up the marketing, design and engineering centre for Ford Trucks Europe at Basildon, UK, which brought together 1,100 people.

### Growth

• General Motors—Bedford: When GM reorganised its European operations in the mid-1970s it handed Bedford in the UK the responsibility for the European truck business. Last year commercial vehicle sales reached 115,537 units, including 55,700 exported from the UK (of which 54 per cent, 32,000, went to Continental Europe). Like Ford, Bedford does not isolate turnover or employment figures.

Bedford plants are at Luton in the UK and Bedford's parent, GM, has a £90m expenditure programme and about half is for the commercial vehicle business. This includes an £8m streamlining of the Dunsfold truck facility aimed at smoothing heavy truck production in particular.

• IVECO — the Industrial Vehicles Corporation — was formed in January 1975 and brought together the commercial vehicle interests of Fiat of Italy and Magirus-Deutz of West Germany. Fiat had already put together a commercials group including Unic in France and OM and Lancia in Italy. Fiat has an 80 per cent shareholding in IVECO and KHD 20 per cent. The new group has 16 plants, eight of them in Italy, four in France and four in Germany, and 50,000 employees.

It has been reorganised so that light vehicles are made at Brescello in Italy, medium duty vehicles at Trappes in France, heavy duty road vehicles at Turin, construction equipment at Ulm and buses and coaches

within the State-owned Renault group of France. It has 20 plants, ten in France itself, and employs 35,000 people. Output is in the region of 60,000 a year (including those vehicles assembled under licence in Africa, the Middle East and Asia).

RVI was formed in 1975 when Renault's existing subsidiary, Savier, was merged with Berliet, up to that time owned by Citroen. (Citroen's car business was absorbed by Peugeot at the same time). Rationalisation has been slow but steady and during the process RVI has experienced substantial losses. The group hopes to at least break-even in 1980. But the losses have led to a FFr 5bn (£525m) five-year investment programme launched in 1977 being trimmed.

• Scania — the badge carried by the trucks produced by the Saab-Scania group of Sweden. The Scania bus and truck division accounted for SKr 6,121m (£651m) of Saab-Scania's total turnover of SKr 11,842m (£1,24bn) in the last financial year. To put this into perspective, Saab's car division had sales of SKr 3,653m and the aerospace interests of SKr 1,114m.

The truck and bus division, with plants in the Netherlands, Brazil and Argentina, as well as Sweden, employs 21,300 of the group's total workforce of 39,250.

Output in unit terms was 21,300. Truck plants are at Söderfors, Sweden, Zwolle, Netherlands, Holland, and Latin America (San Paulo and Argentina), Tampere, Finland, and Göteborg, Sweden. Chenk, Belgium; Irvine in Scotland; and Bremen, Germany, are the main assembly points.

• Volvo of Sweden, like its neighbour, also has a car business but in Volvo's case sales far exceed those of trucks. Car turnover in 1978 was SKr 10,268m (£1,098m) compared with SKr 4,830m (£514m) for trucks, SKr 435m (£48.4m) for buses and a group total of SKr 18,138m (£2,048m).

The group produces more than 25,000 trucks a year and around 2,900 buses. Plants are located at Gothenburg, Sweden; Chenk, Belgium; Irvine in Scotland; and Bremen, Germany. The group is spending between SKr 3,000bn (£266m to £320m) and further develop its range of trucks. All the current Volvo trucks have been on the market under five years thanks to a previous SKr 18bn (£160m) investment programme.

Ken Gooding

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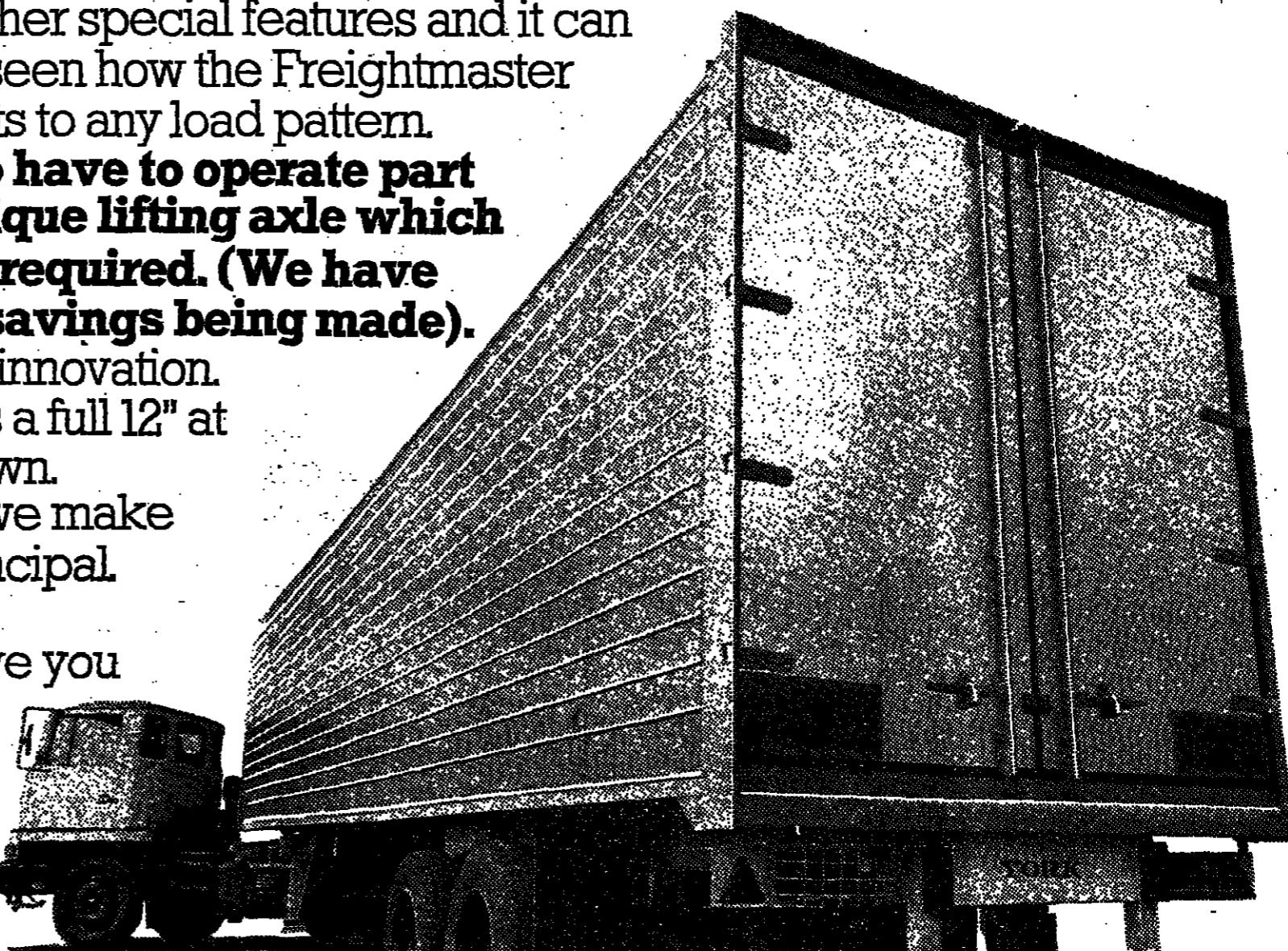
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SOME IMPROVEMENT in West Germany's commercial vehicle industry is today feeling a good deal more comfortable than it was a year ago. Demand is picking up once again after two relatively lean years.

During the first seven months of the year output of commercial vehicles totalled 187,000 units—11 per cent up on the 163,448 units produced in the comparable period of 1978. Growth has considerably outstripped performance in the car sector where output during the same period increased by only 3 per cent.

Even so, most of the growth has been in the domestic market. Overseas demand has stagnated—a worrying prospect for an industry which, traditionally, sells more than 60 per cent of its production abroad.

According to Verband de Automobilindustrie (VDA), West Germany's motor trade association, the proportion of the industry's exports shipped overseas has been steadily declining since 1975. In 1974, for instance, 66.7 per cent of all commercial vehicles built in the Federal Republic were exported.

However, in 1975 the figure dropped to 63.8 per cent. It rose a little in 1976—a result of massive orders from the Middle East—but in 1977 fell back to 60.1 per cent. Last year it dropped to 57.1 per cent.

In volume terms, the industry's exports have stagnated since 1973 at about the 175,000 units. The exceptions have been 1976 and 1977 when the industry

felt the benefits of investment boom which followed the heavy increase in OPEC revenues.

It seems clear that the West Germans have been affected by the major problem affecting the European commercial vehicle industry as a whole—overcapacity. As Mr. Jacques Vandamme, chairman of IVECO, said a few months ago: "There are too many companies making too many trucks."

The relentless upwards movement of the Deutsche Mark against the other major world currencies has also caused problems. For instance, West German wage costs are among the highest in the world.

According to the VDA, wage costs per man-hour last year were DM 24.44 (\$13.48). This is only a shade below Belgium's DM 24.78 per man-hour (\$13.67), but well above the DM 21.50 (\$11.88) paid in the U.S. and the DM 8.54 (\$8.26) average by the British motor industry.

Furthermore, the room for improving productivity per man is limited, in comparison with other countries, by relatively short working hours put in by German workers. Holidays in West Germany are long—five weeks a year on average—and getting longer.

In 1977 the average German motor worker put in 1,750 man-hours. This compares with an average of 2,100 man-hours in the U.S. motor industry, 1,847 in Britain, even allowing for strikes, and 1,790 in France.

However, the West German commercial motor industry has fared by no means badly during

the past few years when one compares its performance with its competitors in other countries. It has done so by heavy investment in rationalising its production and on model development.

As in the car industry, the motor manufacturers have concentrated on technological advance. Design, technical innovation and the quality of their products have offset the declines in price competitiveness resulting from the increasing strength of the Deutsche Mark.

Furthermore, there has been a marked increase in the German manufacturers' direct presence in overseas markets. This has taken place quietly, even stealthily. And, to-day, it is fair to claim that the German motor industry—the commercial vehicle makers included—are truly multinational.

### Giant

Daimler-Benz, the giant of the commercial vehicles sector, for instance, has truck manufacturing plants in Argentina, Brazil, Spain, Yugoslavia, Turkey, South Africa and Iran. There are also assembly plants in 30 other countries.

Maschinen-Fabrik Augsburg-Nürnberg (MAN) is also assembling abroad with plants in South Africa and Australia. It also has a 30 per cent stake in a manufacturing plant in Turkey—perhaps not the happiest place for investment as the present time, but one which holds considerable long term promise.

Many observers would probably argue that the most momentous event in the German motor industry's overseas operations in the past few years was Volkswagen's decision to start building its cars in the United States. However, scarcely less important was the news that Daimler-Benz is to start assembling commercial vehicles in the U.S. from 1980 onwards.

Daimler-Benz is going into the U.S. with a range of nine

to 14 tonnes commercial vehicles all powered by diesel units. Initial production will be 4,000 units a year, rising to 6,000 units in 1981. The vehicles will be assembled from semi-knocked down kits shipped in from its Brazilian facilities.

Daimler-Benz now ships about 2,500 commercial vehicles in this class to the U.S. from Brazil. And, while the \$8.6m investment in the project seems modest by Daimler-Benz standards, it is in fact a serious assault on rapidly expanding market.

U.S. commercial vehicle operators are still heavily geared towards petrol-engined vehicles. For instance, total sales in the nine to 14 tonnes class in the U.S. last year amounted to 145,000 units of which only 10 per cent had diesel power units.

There is a strong lobby in the U.S. against the diesel—an unholy alliance, some observers say, between the U.S. truck makers, eager to keep out foreign competition until their diesel units are fully developed, and environmentalists who blame the diesel for a range of illnesses from bad breath to cancer. But even so, high fuel costs as a result of the energy crisis are expected to encourage rapid market growth.

By the mid-1980s diesel units are expected to power between 30 and 40 per cent of the estimated 200,000 vehicles sold every year in the nine to 14 tonnes class. Daimler-Benz is clearly aiming to pick up a substantial slice of this market.

Initially, only a small proportion of its 175,000 square metres Hampton-Newport, Virginia, site for its U.S. assembly facility will be used. There is plenty of room left for further expansion.

The reasons for the Daimler-Benz decision to import kits from its Brazilian works illustrate the problems that German commercial vehicle builders face in highly priced competitive

markets such as the U.S. An 11-tonne truck costs about \$16,000 in the U.S. market while in Germany the price would be getting on for 50 per cent higher. Technical excellence alone cannot offset such a price differential.

West Germany's multinationalism in the commercial vehicle field shows that this has come as no surprise to the industry. Indeed, the stagnation of the West German industry's export sales has to a large degree been matched by increased overseas production.

But despite price problems in the U.S. market, West Germany's commercial vehicle builders are more than holding their own in Europe. Indeed, competition from the Federal Republic is increasing.

Early in September Volkswagen and MAN formally unveiled their new joint commercial vehicle range in which they have invested DM 100m (\$54.8m). The two manufacturers predict sales of 15,000 of the six- to nine-tonne vehicles a year.

The two groups are aiming for a 40 per cent slice of the West German market for commercial vehicles of this size. They are also hoping to capture 10 per cent of total European sales and generate an annual turnover of DM 400m with the new range.

Both groups will assemble the jointly-produced vehicles—MAN at its Salzgitter plant and Volkswagen at its Hanover factory. VW is making the cab, rear axles and gear boxes, while MAN is producing engines, frames, front axles and special bodies.

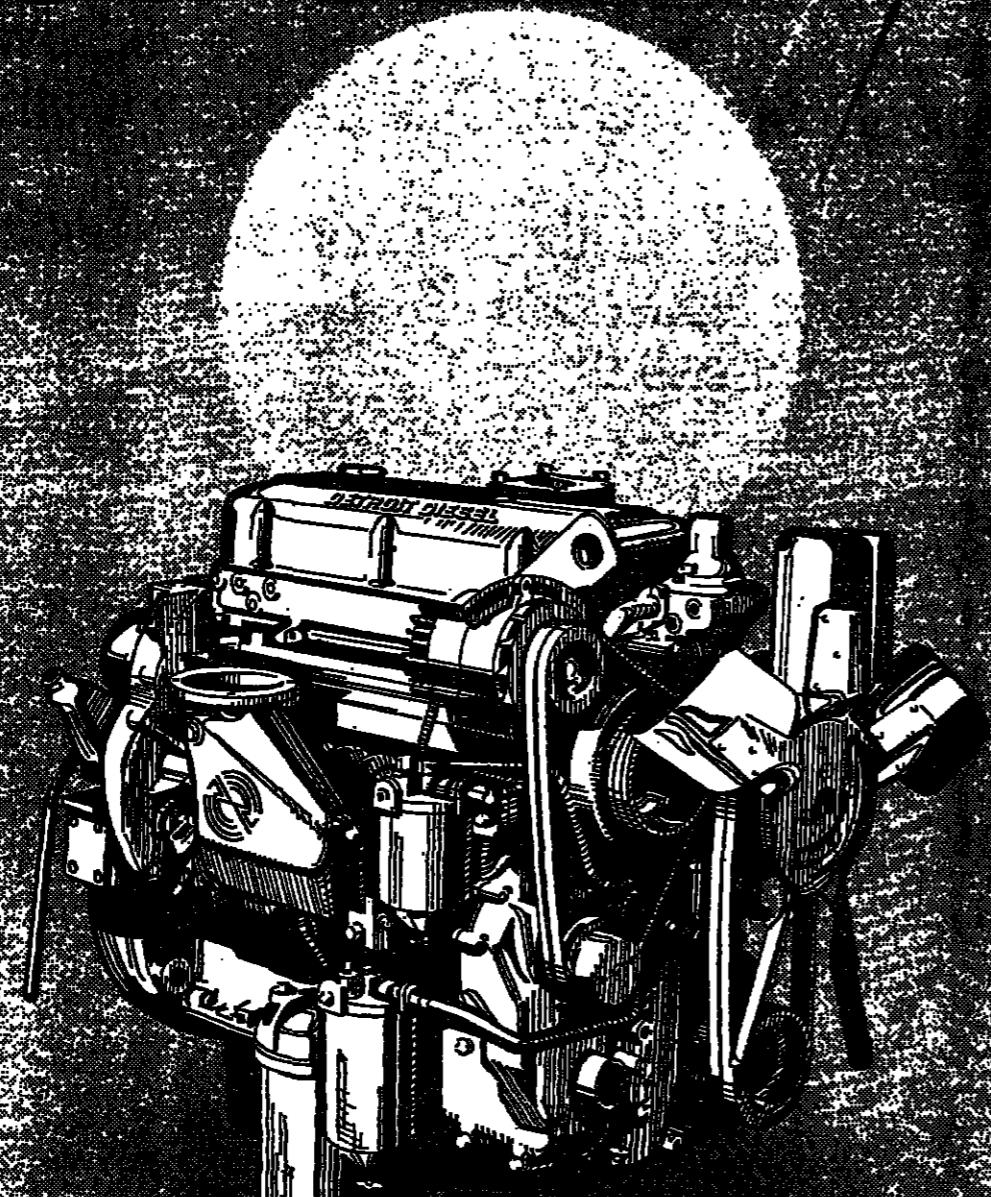
The new series enables the two groups to offer a full range of commercial vehicles from two tonnes to 20 tonnes. To ease the marketing of the new vehicles the VW commercial vehicle and MAN truck importing operations are being combined throughout Europe.

Guy Hawtin

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### French producers losing ground

SINCE THE accession of the present French Government three years ago, there has been only one basic trend in the French commercial vehicle industry. It has steadily lost ground, held back by the poor market conditions produced by the austerity policy designed to reduce inflation and defend the franc.

Quite apart from the declining market, however, the French have been hit by two other factors. First, the country has embarked on the long overdue measures to rationalise the domestic industry by bringing together Berliet, the former Citroën subsidiary, and Saviem, the Renault affiliate.

Second, foreign manufacturers have begun to press harder into France, helped by more up-to-date ranges and aggressive, cut-price marketing policies.

The effect of these two pressures has been to consolidate the position of the importers still further. This development has been particularly marked in the heavier vehicle categories which have become steadily more important in the overall commercial vehicle market in recent years. Daimler-Benz, for example, raised its sales in the first five months of this year to 6,254 units compared with 5,088 in the same period a year ago. Volvo's registrations have gone up from 1,271 units to 1,536 in the same period, and Scania's from 418 to 633.

### Prospects

The French industry has little hope of recovering the lost ground this year. It is forecast that the total market for vehicles of more than five tonnes will come out at just over 40,000, roughly the same figure as in 1978. This means that registrations have dropped back to the level of 1967, some 13,000 units below the boom figure of 53,000 units sold in 1972. Over the first five months of this year the market for vehicles of this type dropped by 2.6 per cent to 22,742 units against 23,354 a year ago.

UNIC, as with Renault, is clearly faced with difficulties in creating a profitable enterprise in a market as sluggish and over-supplied as France at the present time. But its overall position is less dependent than RVI's on the French position. The group is a subsidiary of IVECO, the pan-European truck manufacturing group controlled by Fiat, and as such its policies are dictated by the needs of the whole group. Vehicles are imported and exported depending on IVECO's overall market strategy in Europe.

In addition, RVI has been

using its dealer network by bringing together the Berliet and Saviem outlets in France. Although this process has been achieved with the loss of only three concessionaires, out of a current total of 182, it has opened up further opportunities to competitors anxious to pick up sales outlets in France.

RVI's problems are amply illustrated in its figures for last year which show an all-round loss of market share. In the lighter vehicles of 2.5 to 5 tonnes, the group's sales in France were down 13.2 per cent to 8,900 units, and in heavier weight vehicles by 12.8 per cent to 19,000. RVI's sales held up only in the tractor unit sector of the heavy duty lorries, where it registered virtually the same number as in the previous year at 6,000 units.

This year's statistics tell a similar story. In the sector of less than six tonnes, Berliet and Saviem's combined sales fell from 4,201 in the first five months of last year to 3,882 in the same period of 1979. In the heavier weight of vehicles, the figures dropped from 8,034 to 7,277. The group now has a market share of about 45 per cent in these heavier weight vehicles in France, and production is still falling from the low figure of 49,000 reached last year.

Berliet's output, for example, dipped in the first six months of this year to only a little over 9,000 units compared with 9,840 a year ago, while Saviem's has been cut back from 17,300 to 11,900.

The second French truck producer, UNIC, has suffered less than RVI from the prevailing market conditions, managing to increase its sales in France so far this year. In the smaller category vehicles of less than 6 tonnes, registrations went up from 363 units in the first five months of 1978 to 1,515 in the same period of this year, while in vehicles of more than six tonnes they have increased from 2,722 units to 2,845. UNIC's output, however, dropped slightly in the first six months from 10,097 a year ago to 9,438.

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Nevertheless, the sales network has already been brought together in France, and two key product investment areas singled out. The first of these is for a new light weight vehicle, the so-called "F" range, to be built at the Bessy factory and due to be launched this year. This will compete in the all-important urban delivery sector of the market, which has encouraged the development of several other new products by

Under the IVECO reorganisation plan launched about 5 years ago, UNIC was chosen as the manufacturing centre for the company's medium-range vehicles weighing between 11 and 16 tonnes.

Although it still makes a few lighter trucks, it has already slimmed down and rationalised its range to concentrate on this medium weight sector. Some FFR 300m have been pumped into a new factory at Trappes, near Paris, which has a capacity of about 25,000 units a year.

### Problem

With UNIC's main new investment now in place, the future size and performance of the French commercial vehicle industry clearly depends on RVI's ability to create a flourishing business out of the former Berliet and Saviem organisations. The group's problem is that it came late to this point of restructuring, well after the other big European groups. Mercedes-Benz and IVECO, had made their strategic decisions and had also made a lot of their key investments in new models. The French company is now having to rationalise at a time when its results cannot be cushioned by healthy market conditions.

Thus, RVI has recently had to shed some 1,800 workers in redundancy programmes which it had hoped to avoid in the expectation of more buoyant conditions. This means that between 1977 up to the end of 1980, RVI will have shed some 5,000 employees to bring its total workforce down to about 36,000. As a result of these swinging cuts, RVI expects to register an improved financial performance this year. But it is likely to remain heavily in losses, even if it manages to reduce the net loss of almost FFR 400m of last year which was made on a turnover of FFR 8.6bn.

Given these financial problems, the group has had to streamline its investment objectives more precisely than it might have hoped to do in a period of essential rationalisation and reorganisation.

Nevertheless, the sales network has already been brought together in France, and two key product investment areas singled out. The first of these is for a new light weight vehicle, the so-called "F" range, to be built at the Bessy factory and due to be launched this year. This will compete in the all-important urban delivery sector of the market, which has encouraged the development of several other new products by

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مکانات اداری

## COMMERCIAL VEHICLES V

## Success for Swedish manufacturers

OTHERS MAY falter but the Swedish heavy truck-makers chug undramatically and steadily ahead, doggedly expanding their markets and contributing handsomely to their group earnings. Not even the loss of its Iranian operation—closed down by the new regime—has halted the sales growth of Volvo trucks, while Scania, having reported another record year for exports in 1978, has successfully compensated for the decline in the South American markets by increasing deliveries to Iraq and Africa.

The Swedish formula is by now well-known. They are concentrated in the heavy end of the market, building expensive, specialised models which offer both reliability and long life. Continuous product development is important but another essential element in their success has been the effective marketing organisations with their solid back-up services.

Total Swedish output of trucks and buses declined marginally last year by about 240 vehicles to 51,278, according to the Automobile Industry and Automobile Wholesalers' Association.

In its annual report Saab-Scania stated that the pre-tax

Saab-Scania reported a decline of 350 to 21,300 vehicles while Volvo's output of trucks and buses for the year settled at 26,700 compared with 28,100 in 1977.

Sales, however, recorded further substantial value increases both manufacturers being able to offset the weak demand from the domestic market by boosting exports. Volvo sold 28,000 trucks and buses during the year while Scania's deliveries equalled its production of 21,300 units. Volvo boosted its sales value from SKr 4.5bn to SKr 5.3bn (£558m, \$1.3bn). Total income from the sale of Scania's products (including extra diesel engines) climbed by 19 per cent to SKr 4.67bn.

The truck and bus operations were the major contributors to profits in both groups. In Volvo they are estimated to have accounted for around 80 per cent of the pre-tax profit while, allowing for the losses Saab-Scania continued to make on its car, computer and some other operations last year, Scania's earnings probably exceeded those of the group.

Mr. Ingvar Eriksson, head of Scania, writing in a company magazine recently, carried out

the interesting exercise illustrated in the accompanying table. This shows the manufacturers' penetration of other European markets, excluding their domestic market. By this computation, Volvo with a 9.4 per cent share and Scania with 7.8 per cent, outstripped both Mercedes and IVECO. Well over half Mercedes' sales of heavy trucks go to the domestic German market, while Fiat, the largest partner in the IVECO group, sells over 90 per cent of its heavy truck output in Italy. Scania alone actually manufactures more heavy vehicles a year than the entire British industry or the French manufacturers combined.

#### Partners

Some 42 per cent of the Swedes' truck and bus exports went to the EEC countries last year, with a further 23 per cent going to Sweden's EFTA partners, which include its Nordic neighbours.

However, both Volvo and Scania have been spreading their risks during the 1970s, moving into likely markets outside Europe—not least the U.S., where Volvo's co-operation with Freightliner is one of the more interesting experiments.

Volvo is not marketing its long-haul vehicles there, but the agreement with Freightliner will eventually give its distribution vehicles—produced at Ghent



Sweden's heavy truck makers continue to expand their export markets. Above: Volvo's F7 truck, manufactured at the company's Irvine, Scotland, plant. The F7 has been awarded the "Truck of the Year" title for 1979 by "Truck" magazine

in Belgium—access to some 200 dealers across the States.

Volvo has overcome certification problems and has been shipping vehicles to the U.S. for the past two months, to ensure that a reasonable stock is available. Training and service back-up facilities have been completed and Volvo will be offering its trucks through Freightliner's major dealers this year.

Overall demand in the U.S. has been falling but the trend away from petrol-driven to diesel-engined trucks will, it is hoped, favour Volvo. The

Swedish company hopes to double sales this year but the real test will come in the 1980s.

Mr. Bertil Krook, the truck and bus division's marketing director, acknowledges that the

declining dollar rate can

undermine the profitability of

Volvo's American venture but

the company argues that the

U.S. market has such enormous

potential that it will be worth

while to sell at the market price

and take the currency loss as an investment cost.

The strategy is similar to that adopted by Volvo in the U.K.

where it invested heavily while

sterling was weak and is now

doing extremely well. Britain is

the biggest single country for

Volvo truck sales, ahead of

France and Sweden, even

though during the first seven

months of this year Volvo's

share of the British market for

trucks over 16 tons declined from

last year's 12.7 per cent to

10.8 per cent.

Another new venture which

will get under way this year is

Volvo's new plant at Curitiba in

Brazil. The manufacturing and

marketing of buses is scheduled

to start before the end of the

year with trucks following in

1980. The plant is planned for

an annual output of 6,000

trucks and buses when fully

operational and, although

demand for trucks of the size

offered by Volvo declined last

year, as the Brazilian economy

went through recession, the company's strategists expect the market to continue to grow.

Volvo's push into Brazil challenges Scania and demonstrates the sharp competition between the two Swedish manufacturers.

Saab-Scania already

has a truck and bus operation

in the country and suffered a

setback last year, when it

involved only 3,447 vehicles,

more than 1,000 less than in

1977.

#### Project

Scania may be said to have

retaliated by moving this year

into a Volvo preserve, Morocco.

It has agreed with Cogespar SA

to set up a joint assembly and

marketing company for Scania

trucks and buses on the out-

skirts of Casablanca. This is

due to become operational next

autumn with an initial output

of 300-400 vehicles a year.

But Scania's main recent

successes in market penetration

have been in Africa. In July

it started delivery of an order

for 675 trucks, 50 buses and 150

bus chassis from Angola. This

order includes the construction

of two service workshops. Last

year Scania negotiated a

contract with the Tanzanian

national development corpora-

tion for the construction of an

assembly plant outside Dar Es

Salaam. This project should be

ready in 1980 and will eventually

have an annual capacity of

1,200 chassis.

decide about extending capacity in Gothenburg.

The plan for merging Volvo and Saab-Scania launched in 1977 has now been abandoned.

The truck managers on both sides were opposed to it and the troublesome car divisions have now adopted quite different strategies to solve their problems. Does this mean that the Swedish manufacturers will be too small for the truck market battle which appears to be building up in Europe?

Mr. Krook sees no problems in the medium term: "There is no need to think in terms of merger as long as we can make profits and pay for our development."

Both companies have good positions on export markets, which are strategically spread. They have built up effective sales networks and they have the resources to continue their product development.

William Dullforce

## French producers

CONTINUED FROM PREVIOUS PAGE

European manufacturers recently.

The second investment area will be in a new heavy-weight engine to be produced at the Berliet factory near Lyons to power the whole of the new combined heavy range of trucks.

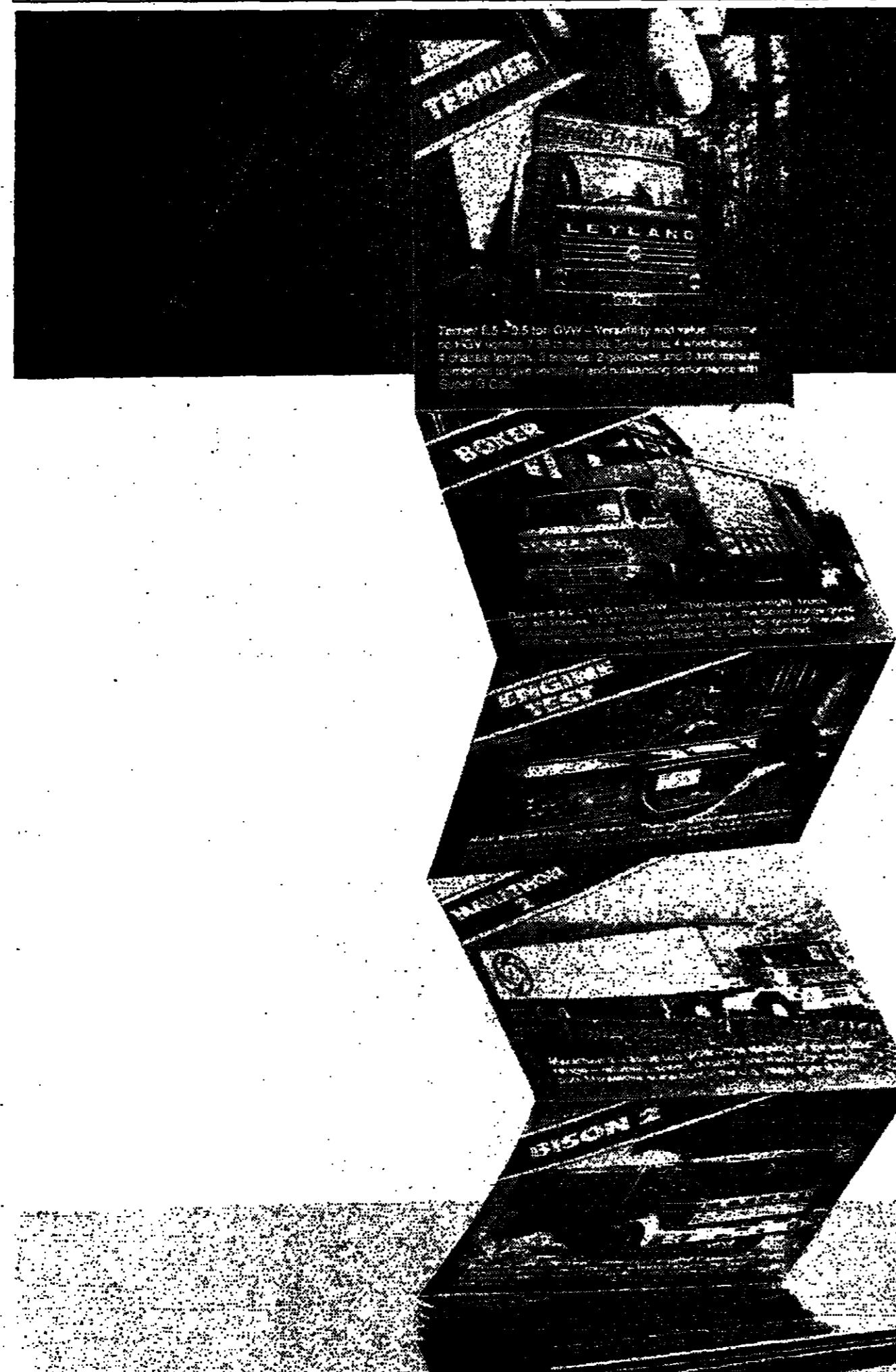
The object of these developments is to start the move towards an integrated product range which will be gradually modernised throughout. Saviem, for example, currently imports heavy engines from MAN, the West German commercial vehicle company; these type of units will eventually be supplied from inside the group. The "F" truck will be a common vehicle, and later new products can be expected to be the same, carrying the RVI name. Even the Berliet and Saviem products are now being treated as common products;

5,940 units. The group was particularly successful in Italy, with a market share of almost 8 per cent on sales of 2,700 units, and in Belgium with little over 6 per cent of the market. But it clearly still has a long way to go, particularly in the all-important West German market, which is so difficult to break into and in Britain.

In the longer term, however, RVI will be highly dependent on a turnaround in the French market, since it is basically suffering from its inheritance—an over-dependence, in this case, on the African market at the expense of other areas and particularly Europe. The group's tactics now are to tackle Europe in particular, hitting back into the home markets of its big competitors in France, much as the French car companies have done so successfully in the last 10 years.

These efforts are beginning to make some impact. West European sales went up last year by almost 4 per cent to

Terry Dodsworth



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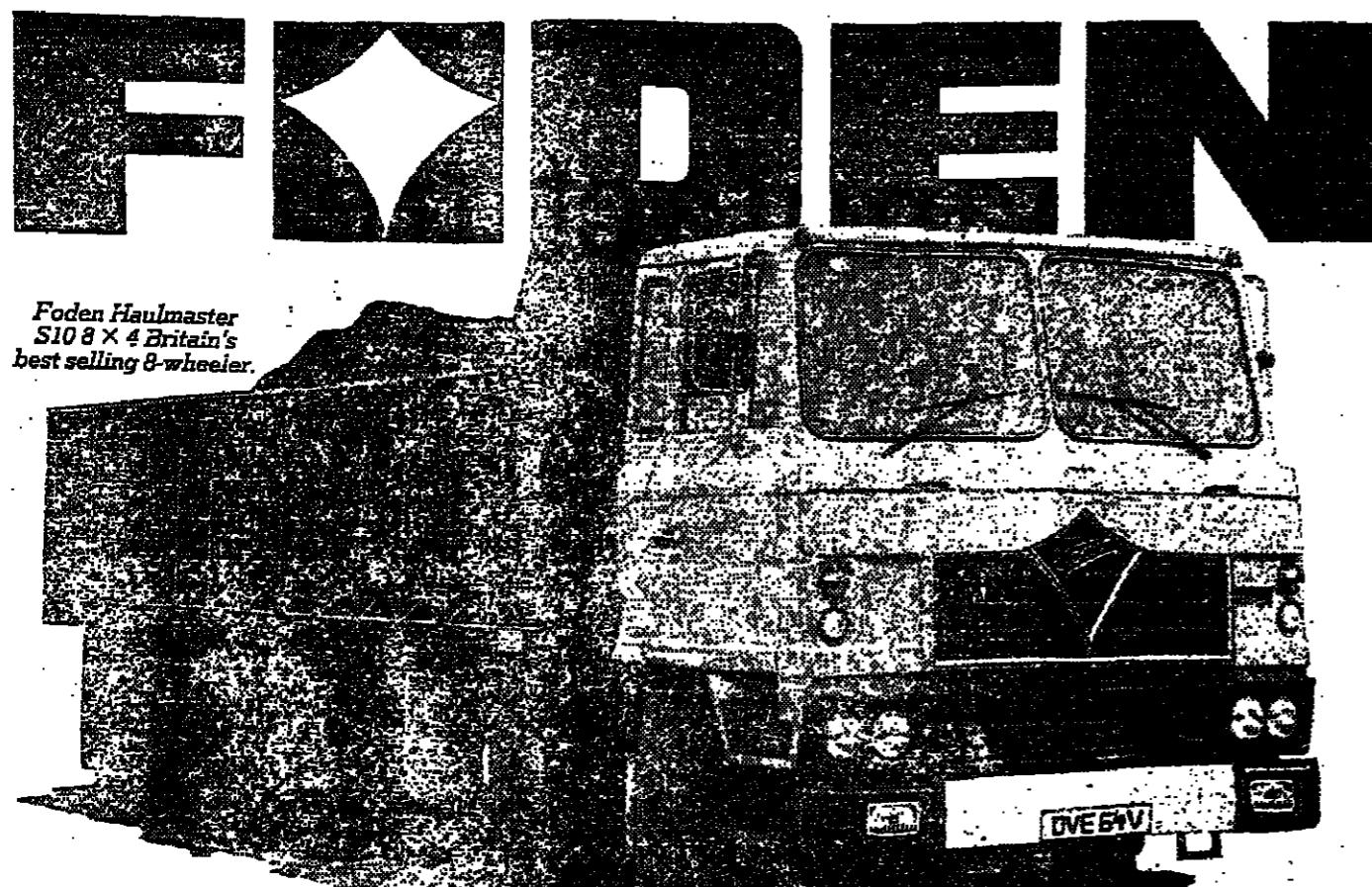
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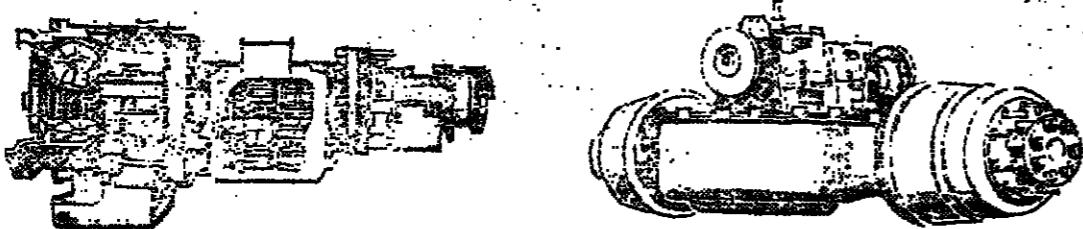
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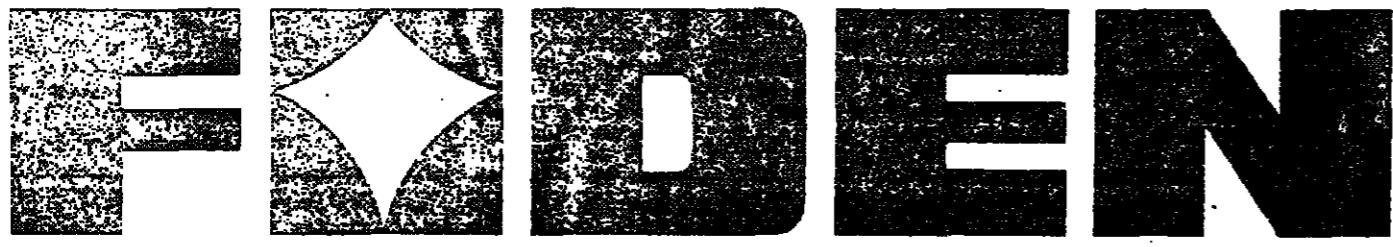


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مكتبة الأدب العربي

# Declining demand in Spain

COMMERCIAL VEHICLE sales and production have been an accurate barometer of the recession that has hit Spanish industry. The rapidly expanding domestic market of the late 60s and early 70s has given way first to a leveling off of demand, then stagnation and now decline.

The recession which first began to be felt two years ago has bitten much deeper than expected. It has also lasted much longer than expected. This year the Spanish economy was projected to grow at around 4 to 5 per cent. But now this forecast has been halved and manufacturers are revising downwards production and sales projections, with no firm indication of when they are going to see any light at the end of the tunnel.

The worst affected sector has been that of commercial vehicles over 12 tons. Here there has been a steady but accelerating drop in demand over the past year. This has been especially noticeable after April when overall truck sales slumped 48 per cent compared to the same period in 1978. The accompanying table shows that in the first six months of 1979 the drop in total sales, both domestic and foreign, was 11 per cent in the heavy vehicle sector. However, once the export component is removed the drop is much more significant.

The picture could alter further and more negatively before the end of the year. Not only is the recession unlikely to bottom out but the competitiveness of exports is being eroded. For instance, last year light commercial vehicle exports increased 36 per cent. But the peseta has appreciated so strongly that orders are now becoming increasingly hard to obtain.

The competitiveness of Spanish products after the 25 per cent devaluation of July 1977, was a principal cause behind the manufacturers' ability to switch to spare capacity to exports, thus offsetting slack domestic demand. Now the

peseta has regained its pre-devaluation parity.

At the same time there has been a cumulative impact of increased overheads in the past three years, now making itself felt. During this period industrial overheads have risen at almost three times the European average, and this year, too, they will also be above the European norm.

The net result of all this is that the manufacturers have excess substantial capacity, especially at the heavy industrial vehicles end. Enasa is operating at some 60 per cent of capacity. Stocks meanwhile are accumulating. Moreover, these stocks and underutilised capacity have to be financed in a poorly developed financial system—and at a time when the Government is operating a tight money policy.

It hardly needs to be emphasised, therefore, that the commercial vehicle manufacturers are facing tough times.

Against this background major changes in the structure of the industry are being considered—indeed, are inevitable.

The most outstanding feature of the industry has been its traditionally protected nature and the efforts by the Spanish Government to sustain a Spanish presence in a field dominated by multi-nationals.

However, the Government is committed to liberalising the economy in preparation for Spain's entry into the Common Market—and the automotive sector has been one of the first where restrictive legislation regarding the percentage of foreign ownership and the import of components and completed units has begun to be liberalised. This is the chief underlying force behind the changes.

Enasa is the only Spanish-owned company of significance, Enasa, producing trucks and buses under the Pegaso label and light vans under the Sava name, is mainly owned by the large banks. Until 1978, British Leyland held a 25 per cent stake but was bought out—the intention being to make it a truly Spanish group, diversifying into exports and developing its own

technology. Meanwhile, the other major manufacturers all have foreign stakes in differing proportions—Chrysler was 99 per cent owned by its U.S. parent before the Peugeot deal—Motor Iberica is 38 per cent owned by Massey Ferguson—and Mevosa is 41 per cent owned by Daimler-Benz.

## Losses

Enasa is unlikely to survive in its present form much longer. The company is losing money and is in no shape to face up to liberalisation of the Spanish market. Last year it lost £50m and this year losses are expected to be about the same—possibly even more.

Enasa has been affected by the entry of Chrysler's Dodge range of vehicles. But it also happens to be operating mainly in an end of the market that is particularly affected by recession.

For instance, because safety norms and age regulations on vehicles are virtually non-existent, replacement does not occur as regularly as in EEC countries.

Because its financial structure is weak, Enasa finds it hard to finance exports (a 500-truck order was lost to Egypt because of this). Dealers also do not have the financial backing to offer good trade-in prices. This is in addition to problems like debt-ridden municipalities not paying for bus purchases.

There are two basic solutions to Enasa's problems. The first involves the sale of either all or part of the company to a multi-national group. Conversations have been held in this respect with Fiat (Iveco), Berliet and a dealer was put out to Chrysler before last summer's sale to Peugeot.

But no decision has been reached, and certainly the trade unions dislike the idea of the State selling out its stake to a multi-national. Yet a multi-national will want control.

The second solution involves a concentration of existing Spanish companies, probably with the presence of a foreign partner. Last year there was talk of merging Mevosa with Enasa—INI already possessing

COMMERCIAL VEHICLE SALES IN SPAIN			
Domestic/foreign, up to 12 tons			
Company	Jan. June 78	Jan. June 79	
Enasa	7,021	6,574	
Motor Iberica	12,925	12,939	
Chrysler	2,302	2,149	
Mevosa	6,877	6,921	
Others	7,761	8,280	
Total	37,895	38,063	
Vehicles over 12 tons			
Pegaso/Enasa	2,488	2,197	
Motor Iberica	501	410	
Chrysler	2,311	2,149	
Total	5,310	4,736	

24 per cent stake in the former, but Daimler-Benz reportedly was against the move.

More recently, INI prepared a study on the possible compatibility of Enasa and Motor Iberica—a group which has a reputation for aggressive commercialism. Motor Iberica manufactures tractors, agricultural equipment, construction machinery, Ebro trucks and buses. The study concluded that there was sufficient compatibility to consider in greater depth a form of co-operation or merger.

One suggestion is that INI buy out Massey Ferguson—a move the latter would almost certainly accept. But this still avoids the question of the compatibility of such a purely Spanish company.

Ultimately, the fate of Enasa depends upon the willingness of INI—and by the same token the Government—to plough money into the company. By inclination INI would prefer to see Enasa linked to an international partner.

But the issue is far from resolved. It is likely to be the major theme in this sector over the coming year, closely followed by the fate of Mevosa.

Negotiations are taking place for Daimler-Benz to acquire control. At one stage, Daimler-Benz was interested in a living off of Enasa's light commercial vehicle side to mould into Mevosa. It is not clear whether this proposal has been dropped.

Robert Graham

## Cautious view in Italy

THE PRUDENTLY cautious outlook of the Italian heavy vehicles industry, in the forefront of the campaign to re-organise the sector on an international basis, is demonstrated as clearly as anywhere else by figures. This year, new investments by Iveco, the Fiat-dominated concern which is the second largest in Europe after Mercedes-Benz, is planning a drop in investment spending to \$120m in 1979 from \$302m last year.

After the massive \$800m capital spending programme activated since the group's creation four years ago, the decline is, at the very least, comprehensible. But it testifies clearly to the generally sluggish state of national and international demand (with a few exceptions, such as West Germany), and the uncertainties thrown up by the energy crisis, as well as to the likelihood of an economic slowdown (if not outright recession) in many of the major Western markets later this year and in 1980.

The litany of complaint is familiar, with a few local grievances in Italy thrown in for good measure. The relative boom experienced in the country from late 1978 until this summer has hardly spilled over into the motor sector. The increased cost of oil, and the problems widely forecast over the supply of diesel fuel especially this winter in Italy are weighing heavily on future calculations.

In addition, the public sector investment programme, and, in particular, the housing and construction industry, which have a major impact on demand for heavy vehicles, are in the doldrums. It remains to be seen whether the new Government of Sig. Francesco Cossiga is strong enough, or long-lived, to take action to change this state of affairs.

In any case, a strong argument against retrenchment is the risk of further stimulating inflation, which is now running at almost 15 per cent a year, and which will may grow further in the months ahead. The main policy priorities of the Government, as expressed so far, are to gain a better grip on prices, and curb demand for energy, for which Italy is heavily dependent on imported oil.

In the meantime, every economic forecast is for a slowdown in the rate of growth from this autumn onwards. Expansion may be 2 per cent only in 1980 compared with 4.5 per cent or more in 1979.

These considerations lend

added logic to the achievements of Fiat in creating, with Iveco, what is probably Italy's most imposing example of trans-European industrial integration.

The Turin-based group, far and away the country's largest private industrial concern, has long argued that rationalisation among the myriad European heavy vehicle producers is a must if it is to compete effectively with American rivals. In the U.S. half a dozen manufacturers cover a market with an annual demand of 1.4m vehicles in Europe, more than 20 have to share a total domestic market of only 500,000.

Prospects within Western Europe, which suffers in the view of most industry experts here of a structural productive over-capacity, are deteriorating over the medium term. This consideration only underlines the importance for Iveco and other producers of stepping up their activities in the Third World—above all, of course, in OPEC and those nations which have embarked upon ambitious industrialisation and development programmes. But the main problem there, as Fiat's president Sig. Giovanni Agnelli spelt out to his shareholders in July, is the constant threat posed by Japanese manufacturers who now hold 50 per cent of the extra-European market.

To a certain extent Fiat and Iveco have been able to build upon the Italian group's traditional strength in the Eastern bloc. Trading links with Bulgaria and Hungary have been stepped up, while the significant June deal with Poland provides for the production at Poznan of a new multi-version light vehicle. This will be jointly developed by Fiat and Poland, and incorporate in some variants a diesel engine produced by Soffi of Italy.

In the developing world, the group's task has been made somewhat easier by the related improvements introduced over the last 12 months by the Rome authorities in export financing and guarantee facilities, bringing those offered by competitor industrialised countries.

The conclusion of a number of major international contracts helped to lift Iveco exports four per cent in the first half to 18,190 units, while the group is negotiating assembly or manufacturing agreements with several North African nations, including Algeria and Morocco, as well as India and Iraq.

At home, however, the main efforts will be directed at the further refinement of what is already one of the most complete model ranges on the market, coupled with plant modernisation, and aero-dynamic and other research into ways of meeting the most pressing problem of the hour, reducing fuel consumption by heavy vehicles. Quality, as much as quantity, is the main concern now.

Rupert Cornwell

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# Foreign manufacturers' success in U.S. market

THE RENEWED surge in foreign car sales in the U.S. this year is a development which has caught the public eye—as well it might with imports catching a record 23 per cent market share in August. But there has been less attention paid to the growing success that foreign truck manufacturers are seeing in marketing their vehicles in America.

According to Ward's Automotive, the authoritative Detroit-based newsletter, sales of imported trucks through the first eight months of the year to August have also been hitting new records and are over 50 per cent higher than in the same period of 1978.

The strongest gains have been made at the light end of the market and in pick-up trucks—in some cases with vehicles that are marketed under the brand names of a big U.S. car manufacturer. Thus, the Chevy Luv (marketed by General Motors' Japanese partner, Isuzu) saw a sales increase of 71 per cent over this period. The industry leader amongst importers, Toyota, also secured a big gain with its sales rising 46 per cent to 86,337 units.

Although the light end of the market has been the segment which has seen the greatest growth, there seems to be little doubt that by the end of the year these big gains will have been whittled away.

In the wake of the sharp rise in petrol prices through the middle of the year, and growing concern about fuel economy of their vehicles, the boom which the light truck market has been enjoying has faded.

Between March and July sales

of pick-up trucks and vans, both domestic and foreign, showed declines of up to one third, reflecting the fact that, in part, the earlier growth this year, was fuelled by leisure market demand which proved vulner-

able to the petrol crisis.

Most industry executives are convinced that the market will not recover its earlier buoyancy with the economy facing recession. But this may not be of too much concern to those foreign companies which have been aggressively pushing ahead with U.S. expansion plans in order to build up their sales of medium duty (mainly class 6) trucks in the 19,500 to 26,000 pounds weight range.

The latest round of fuel price increases could mean that the spread of the diesel engine in trucks from the heavy duty, class seven and eight market (where it is dominant) to the medium duty market will be accelerated.

Currently, diesel has a market share of about 8 per cent (11,000 units) out of the medium duty market.

## Strategy

The prospect of a slowing of the economy and perhaps an easing back of capital spending plans by industry will not, of course, be welcome. But the latest fuel crisis, and the performance of these (mainly) European-based invaders of the U.S. market so far this year, must encourage them to believe that the bolder strategies they have developed for penetrating the U.S. market are both well-founded and well-timed.

One of the basic assumptions of this strategy has been the probability of the market ranging from such things as school buses to medium and long-distance trucks, would increasingly be converting to diesel engines in pursuit of fuel economy. Since the U.S. manufacturers had gaps in their fleets for diesel-engined equipment, the foreign manufacturers have perceived a hole in the market which they can expect to help fill as the U.S. builders themselves move to meet their challenge by building up their own diesel-engined output.

The scale of the opportunity has been illustrated by predictions from International Harvester, one of the U.S. industry leaders, which has predicted that the diesel-engined truck will increase its share of the class six truck market to 15 per cent

by 1980, 23 per cent by 1983 and 35 per cent by 1985, or a share of approximately 70,000 units out of a total market which by then could be 200,000 units.

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One of the more adventurous strategies being pursued is the proposal by Mercedes-Benz, a subsidiary of the West German Daimler-Benz AG, which is in the process of building an assembly plant at Hampton, Virginia.

Mercedes-Benz's move is generally seen as partly defensive, aimed at protecting the market share it has built up since 1969 when it started importing a range of eight models into the U.S. from Germany. Subsequently it switched the supply source to Brazil, the company's largest foreign-based manufacturing subsidiary.

Mercedes-Benz was already the largest seller of foreign-made diesel-powered trucks in the U.S. market and there had long been speculation that the parent company would eventually establish a plant on the U.S. mainland, in part because the absence of such a facility seemed increasingly to be a missing link in its web of nine production plants and 28 assembly facilities around the world.

Volvo, which has been selling trucks in America for three years, is also tackling the market more aggressively, but aiming at the heavy duty segment. It has completed an arrangement with Freightliner Corporation, a subsidiary of Consolidated Freightways, to cover marketing in the U.S.

Another company whose moves are being closely followed is Maschinenfabrik Augsburg-Nürnberg (MAN). Earlier this year, plans were called off to link with White Motors and inject \$75m into the U.S. company in search of a wider U.S. market. But it is widely believed that MAN's interest in the U.S. market has not disappeared.

Stewart Fleming

# An increase in joint ventures

THE POTENTIAL co-operative arrangement between Dodge Trucks, PSA Peugeot-Citroën's commercial vehicle subsidiary, and DAF of Holland focused attention once again on the growing number of joint ventures in the industry.

And that would incorporate an existing drivetrain. Developing an entirely new engine would probably cost £200m (which explains why you don't see many of them) and about half that sum would be needed for a new gearbox.

A truck is only a number of components and if those components are costly, so is the truck. But if the components can be made in quantity the fixed costs are spread further and the truck maker need not charge so much.

These pressures have always been present for the commercial vehicle makers of course and collaborative ventures are not a new phenomenon.

For example, at the end of the 1960s the so-called "Club of Four" was formed by Volvo of Sweden, Daf of Holland, Magirus-Deutz of West Germany and Saviem of France (at the time a Citroën subsidiary).

All the companies then were small-to-medium-sized truck makers which needed to spend more on research and development and design but could not afford to.

In 1971 they formally agreed to develop a new concept in cab and chassis designs. They funded the introduction of a cab for a new generation of lightweight trucks. Each of the partners took the cab and individualised its basic structure and added their own engines, gearboxes, axles and so on.

Saviem had room at its production facilities to make the cab parts and still does. Today the jointly developed cab is used on Volvo's light F truck and even the new F7 cab contains many of the Club cab components. Daf used the cab on its light trucks in Holland and Saviem employs it on the J-range.

The project was ambitious and not entirely successful. The cab is not as cheap to produce as was hoped. When the development process was over the Club disbanded because in the meantime the four partners had changed considerably—mirroring structural changes in the European commercial vehicle industry.

Saviem became linked with Berliet under the Renault umbrella after Citroën ran into temporary financial troubles. Its car business went to Peugeot and the commercials to Renault under the terms of the French Government's rescue plan.

International Harvester of the U.S., one of the world's major truck makers, made overtures to Daf and bought some shares. For a while a full merger seemed on the cards but the two potential partners fell out and are still at loggerheads.

Magirus, formerly owned by Klockner-Humboldt-Deutz (KHD) of West Germany, became part of the IVECO business, the commercial vehicle group inspired by Fiat of Italy and now Europe's second largest.

And Volvo, thanks to the success of its products and marketing, is no longer a small concern. Its output has doubled from about 15,000 to 30,000 units a year.

Fiat, which dominates its home automotive market, has had to look outside Italy for growth—either by merger (the IVECO route) or by joint venture.

At the lighter end of the commercial vehicle business, Fiat has a co-operative deal with Citroën and between them they make a van which fits into both their ranges—as the Fiat 242 and as the Citroën C35. It would probably cost around £50m to design and bring a new truck to the market place today.

Fiat makes the bodies for these vans in Turin and each of the partners incorporates its own petrol engine when required but the diesel engines are provided by Citroën.

## Solution

Fiat aims to cope with its shortage of diesel engine capacity via a joint venture, too. Together with its neighbour in Italy, Alfa Romeo, and Saviem, it has set up Sofim (Società Franco Italiana di Motori), a company which makes diesels at a new plant at Foggia in Southern Italy.

The 2.4 litre Sofim engine is being used to power the new IVECO range of vans and light trucks. And Fiat is using their diesel versions of its 131 and 132 cars. The Sofim plant will also make three-cylinder 1.8 litre and six-cylinder 3.6 litre diesel engines.

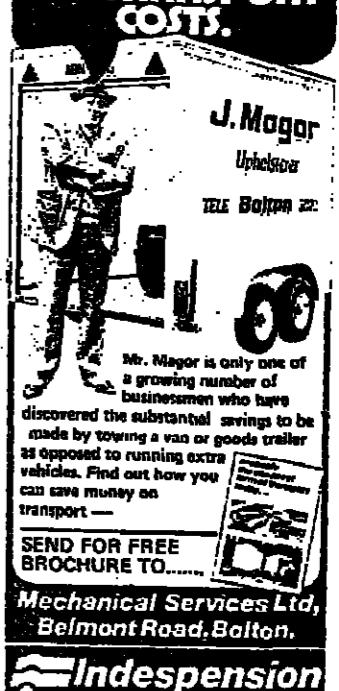
Fiat's newly-formed light commercial vehicle division has an important joint venture with PSA Peugeot-Citroën to manufacture new vehicles in a £153m production facility to be built in Val di Sangro, in the Abruzzi region of southern Italy.

The vehicle to be produced will arrive some time in the future. But earlier this year a cross-country vehicle was launched, the product of a joint venture between Daimler-Benz of West Germany and Sterz-Daimler-Puch of Austria. Between them they have spent the equivalent of £27m to develop what some people maintain is the Range Rover's main rival and build a plant at Graz in Austria.

Production started in February and output in the first full year should be around 9,000 rising to perhaps 15,000 to 20,000 depending on demand. Called the "G" (for Geländewagen) range, most of the vehicles will be sold with a Mercedes badge but in Austria, Switzerland, Yugoslavia and the

CONTINUED ON NEXT PAGE

## I HAVE HALVED MY TRANSPORT COSTS.



Indespension

IVECO

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## COMMERCIAL VEHICLES IX

## Slow progress in EEC harmonisation

*IS'ket*  
TACHOGRAPHS, lorry weights and regulations on drivers' hours dominate the debate on ways of harmonising British transport practices with European Community legal requirements.

In Britain, the tachograph has been at the centre of the longest-running debate on harmonisation.

There has been vehement opposition by road hauliers, coach operators and trades unions, which succeeded in persuading the last Labour Government not to take action leading to the introduction of domestic tachograph regulations.

Mr William Rodgers, transport secretary under the Labour Government, stalled for time and refused to bring Britain into line with other EEC nations.

His inaction led inevitably to the Commission taking Britain to the European Court of Justice, which had no difficulty in agreeing that Britain had broken the EEC tachograph regulations. The UK was found guilty in February and Mr Rodgers was given only a matter of weeks to

say that he intended to accept the court's ruling.

There were no previous cases of members of the EEC failing to abide by a court ruling and within a month the Government said it would go ahead with consultations leading to regulations for the compulsory introduction of tachographs into certain categories of goods vehicle.

### Criticism

Mr Rodgers' statement was seen as a climbdown by members of his own party. Miss Joan Maynard, the MP for Sheffield Brightside talked of a "miserable capitulation by the Government". Mrs Renee Short, MP for Wolverhampton North-East, forecast "terrible trouble as drivers regard the tachograph with absolute abhorrence".

Further opposition to the move followed the Government's statement and transport department officials continued to insist that Britain's own system of enforcing driver regulations

and regulations—using logbooks and spot checks by police—was perfectly effective.

Opposition to the tachograph from trades unions was vocal and threatening immediately after the ruling from the court of justice. But by the time Mr Norman Fowler, the new transport minister had announced in May that consultations leading to the introduction of the tachograph were to start, union opposition was much less evident.

However, the road hauliers, led by the Road Haulage Association, which had earlier totally opposed the compulsory tachograph, softened its approach, but still called for certain vehicles to be exempt.

The Freight Transport Association, representing transport users, also opposed the compulsory use of tachographs, also called for exemptions and wanted a five year phasing-in period.

There is no information at present on possible exemptions, but the broad timetable for the introduction of the tachograph

is now clear. The Government intends to achieve full implementation of regulations to bring Britain into line with Europe by January 1, 1981.

The object is to gain Parliamentary approval for the regulations by December 31 this year. This would give the Government a full two years to enforce the introduction of the tachograph, slightly longer than the 18 months which was demanded initially by Brussels.

Draft regulations will be published this autumn, but they are expected to be sufficiently flexible to permit changes which may be demanded by unions and operators. There may even be some flexibility over the phasing-in of the measures.

This flexibility may have to be invoked if the expected opposition to the timing from the unions and the users becomes too hot for the Government, at a time when it is embarking on other, equally controversial, transport measures in a new transport bill, including plans for more competition in the express coach business.

However, a longer phasing-in period of up to five years is favoured by many of the strongest opponents of the tachograph, including the road hauliers.

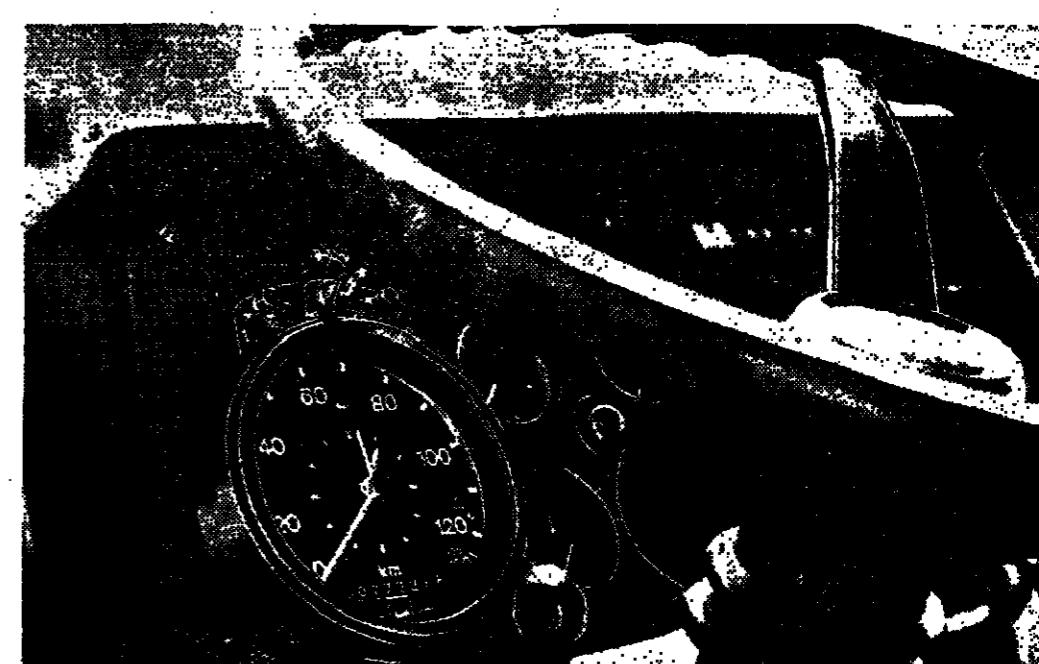
The two-year period now proposed has been agreed with officials at the European Commission in Brussels. Any change which may arise after the draft regulations are published would, however, have to be approved again by the Commission.

However, there is likely to be a limit to the willingness of the Commission to approve any further delays by Britain in bringing herself into line with Europe.

The original tachograph regulations, 1463/70, were adopted by the Council of Ministers of the original six member states in July 1970. The broad object was to improve the safe operation of goods vehicles and passenger coaches, by recording the hours a driver is behind the wheel.

The EEC regulations call for the tachograph to record the distance travelled by a vehicle, the speed of the vehicle, the driving time, other periods of work or attendance at work by crews, breaks from work and daily rest periods and every instance the case containing the record sheet is opened.

E.G.



Britain intends to achieve full implementation of the controversial tachograph regulation: to bring the UK into line with Europe by the end of 1981. Above: A Kienzle EC 1311 tachograph fitted to a truck dashboard.

### EUROPEAN VAN AND TRUCK REGISTRATIONS

Market sector	1970		1977		1984*	
	Number of units in 000s	% share of market over 2 tonnes	Number of units in 000s	% share of market over 2 tonnes	Number of units in 000s	% share of market over 2 tonnes
Vans	332	55.0	372	61.7	469	65.7
Light trucks	198	32.5	418	24.5	152	19.9
Heavy trucks	75	12.4	83	13.8	103	14.4

\* Countries included: Belgium, France, West Germany, Italy, Netherlands and the UK. † Sectoral definitions: Vans = 2.01-3.50 tonnes GVW; light trucks = 3.51-16.0, and heavy trucks = over 16 tonnes. ‡ Projected.

Source: Economic Models Corporation.

## Ventures

CONTINUED FROM PREVIOUS PAGE

Comecon countries it will be sold as a Puch.

Some well-tried components are incorporated in the new range to keep the costs down. Daimler-Benz is supplying engines, transmissions, axles and steering assemblies. Steyr is providing frames and bodies.

### Prudent

The link provides a useful automotive "diversification" for both companies. Even a financially-powerful organisation like Daimler-Benz believed it was prudent to share the cost of the venture.

Like Fiat, Daimler-Benz, having grown large by acquisition as well as organic growth, now has to look for joint projects when cost-spreading is essential.

It has, for example, a manufacturing agreement with MAN in which the two groups share the production of axles while Daimler-Benz provides the blocks for MAN engines.

Unfortunately for Daimler-Benz, however, the West German Cartel Office seems set on preventing further commercial links between its local truck makers—or at least in areas where they are supposed to compete.

The Cartel Office takes very seriously its job of preventing manufacturers uniting together in cosy clubs. It destroyed GKN's attempt to acquire the Sachs clutch manufacturing group by taking the whole project to court arguing that the tie-up of GKN's existing West German offshoot, Unicardan, and Sachs was undesirable.

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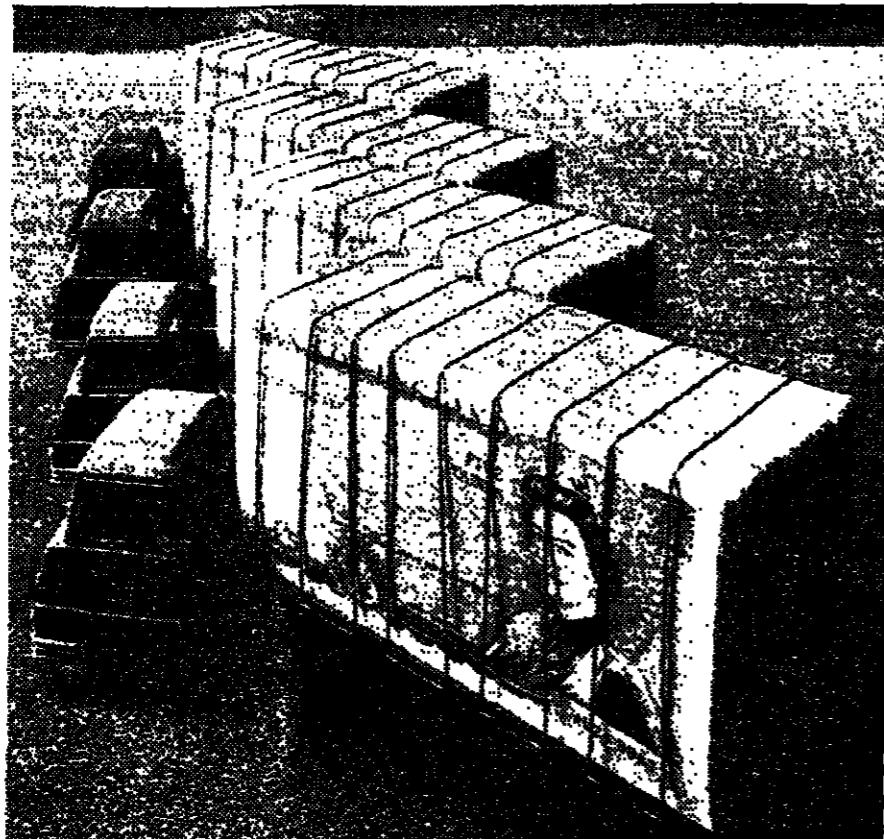
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### Decision

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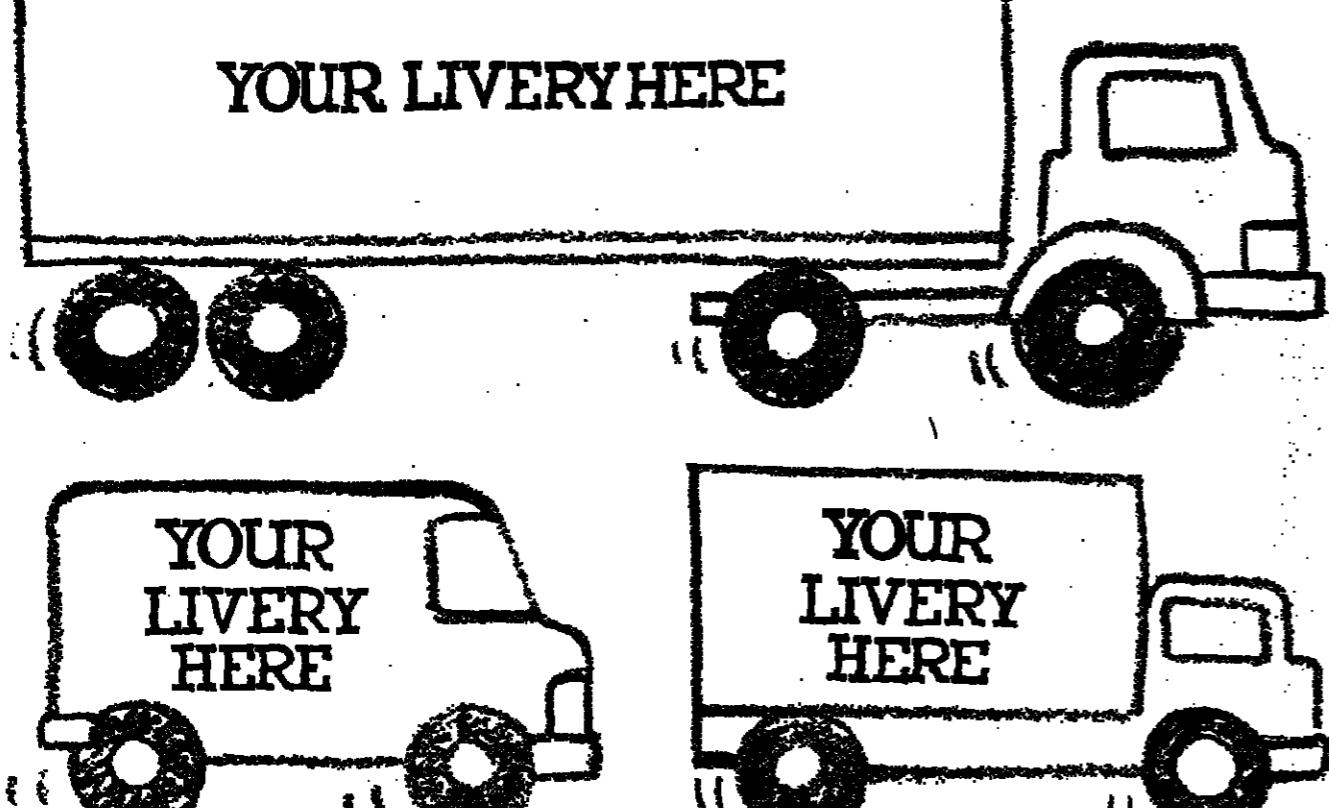
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# Inquiry into impact on environment

IT HAS been a momentous year for the lorry. Never before has the heavy truck—the "juggernaut" to those who oppose it—attracted so much attention or been exposed to such a range of probing examinations as those which started or finished this year.

Lorries carry two-thirds of domestic freight and January opened with a spectacular demonstration of the importance of the lorry to Britain's economy and of its environmental impact.

The strike by drivers employed by members of the Road Haulage Association showed the heavy lorries in enforced idleness are powerful weapons in the hands of militant trade unionists. For weeks, Britain was left in a trading vacuum. No cargoes entered or left Britain's ports.

Motorways and roads through towns and villages were quieter, but the stillness came at the expense of those industries and shops which almost ran out of raw materials and food.

There has also, however been a range of other developments, by the Government, by the European Commission, by vehicle designers, by oil sheikhs with higher oil prices and by environmentalists, all designed to change the relationship between the lorry and the environment.

The main developments have highlighted the polarised positions of the commercial vehicle operators—hoping to 'reap the benefits of economies of scale from heavier lorries—and the environmentalists. Those in favour of more control see the heavier lorry as likely to wreck attempts to bring lorries into a more harmonious relationship with people and their world.

The Government is already laying the groundwork for a policy for heavy lorries which may influence land transport in Britain throughout the next decade.

The first stages of the work are to be done through an independent committee of inquiry, announced by Mr. Norman Fowler, Transport Minister in May.

The study will follow the terms and references suggested by the previous Government.

The inquiry is to be conducted by Sir Arthur Armitage who is the vice-chancellor and professor of common law at Manchester University.

## Task

His task, defined by the Government, is to "consider the causes and consequences of the growth in the movement of freight by road, and in particular, of the impact of the lorry on people and their environment."

However, despite the generalities of the brief, Mr. Fowler made it clear that he expects Sir Arthur to "face squarely whether there should be any change in the present limits on maximum lorry weights."

At the end of his inquiries, Sir Arthur has to decide "how future development of the lorry best serves the public interest."

This is at the very hub of the argument. Environmental improvements may be called for, but Sir Arthur can be expected to make it clear that greater controls, in weight or in freedom of movement, have to be paid for.

Sir Arthur is assisted by four assessors, including two leading academics concerned with the environment—much to the dismay of the Freight Transport Association, which represents the transport interests of 15,500 companies in industry.

Sir Henry Chilvers, vice-chancellor of Cranfield Institute of Technology, and Professor P. J. Lawther, professor of environmental and preventive medicine at St. Bartholomew's Hospital, London.

The Association said this month that it regarded the group of assessors as "unbalanced." Sir Henry is a civil engineer concerned with environmental issues. He is also a current member of the Royal Commission on Environmental Pollution, a member of the Commission on Energy and the Environment, and a former director of the Centre for Environmental Studies.

Professor Lawther is chairman of the Health Department's working party on lead pollution from factories and vehicle exhausts.

The other assessors are Miss Audrey Lees, county planning officer of Merseyside County Council, and Professor Ray Rees, professor of economics at University College, Cardiff. Professor Rees is a former consultant to the Treasury.

It is unlikely, however, that the results will have been assessed in time for inclusion in Mr. Fowler's planned Transport Bill, to be published this autumn.

One of the most recent and controversial measures already on the Statute Book, is the Heavy Commercial Vehicles (Control and Regulations) Act—the so-called Dykes Act, after Hugh Dykes, the MP who proposed the controls. These gave legal force to lorry bans on environmental grounds in 1973. It has taken some years for the impact of this Act to be felt.



Traffic jam near London's Elephant and Castle area

Interpretation of the Act by Berkshire County Council, however, caused a storm of protest from hauliers late last year. The Road Haulage Association, the Freight Transport Association and the National Farmers' Union took the council to the High Court after a local ban changed the pattern of lorry operations in Berkshire.

The Berkshire scheme banned most vehicles over 5 tons unladen weight from entering one 25-yard and 11 50-yard stretches of road around Windsor. These selective lorry bans—the so-called "Windsor Cordon"—have had the effect of banning much commercial traffic over a total area of 40 sq miles.

The ban has certainly been controversial. Hauliers affected by the ban said that by not specifying the total area to be affected, the council may have broken the law. But Mr. Justice Neill, who rejected the hauliers' attempts to have the ban lifted, said the Act required only the specific roads affected by the ban to be named in the banning order.

However, the Government's Transport and Road Research Laboratory, in a report on the Windsor Cordon in November last year, said that the extra distances lorries had to travel and the extra time involved was equivalent to a total annual increase in lorry operating costs of £410,000 a year.

The estimate was based on the taxes on different classes of goods vehicle, in a move which may have a direct positive impact on the environment. But the Foster committee suggested that an independent body should be set up, to review road damage costs attributable to lorries, annually but so far has not formed the basis of any Government actions.

Instead, a consultation paper setting out the Government's proposals for restructuring vehicle excise duty on heavy goods vehicles was published by Mr. Fowler in August.

The changes will affect about a quarter of a million vehicles over 12 tonnes gross weight. In

future, if the changes are passed by MPs, these vehicles will be taxed according to their gross weight and number of axles.

The weight and the number of axles of a vehicle are among the main factors contributing to road wear and damage.

The Government uses the concept of "road track costs" in attributing the cost of this road damage to vehicles.

The Government gets income from vehicle operators through fuel tax and vehicle excise duty. This financial year the total from all goods vehicles is expected to be £660m (£600m of which will come from vehicles over 12 tonnes gross weight).

State capital is spent on roads and through "the road track costs" the Government tries to relate road spending with the tax on vehicles which do the most damage. Total road costs for goods vehicles may be about £730m this financial year of which £590m is for goods vehicles over 12 tonnes gross weight.

The figures show that income from heavy lorry taxes almost matches the road costs attributed to these vehicles. The Government accepts, however, that noise and pollution costs, which cannot be measured objectively, are over and above the road costs. These other costs are accounted for in the Government's proposals for making lorries pay for road costs in a fairer way.

At present, some groups of vehicles pay taxes higher than their direct road costs and some of the heaviest lorries fail to cover their costs.

This latest move by the Government to make goods vehicles more directly accountable—in financial terms—for environmental damage, at least to roads, may bring Britain into line with proposed European Community changes.

A draft EEC directive, the "ANTS" directive, has been prepared calling for changes to make lorries pay for road damage through taxes.

There is provision for EEC members to introduce a supplement over and above a proposed minimum tax covering road wear, which would enable taxes to cover full road costs, including capital costs.

Such proposals may give operators an incentive to buy less damaging and more environmentally acceptable vehicles, but they are certain to be hotly opposed by hauliers, who are already faced with steeply rising costs, up 17.5 per cent in the first six months of the year. A proposal for spreading these costs was made earlier this year by the Lorries and the Environment Committee, when it said that half the cost of distributing goods to High Streets could be saved if companies combined deliveries. Marks and Spencer had already cut the number of lorries making non-food deliveries each week to some stores from 60 to 12 after consolidation of loads.

Lynton McLain

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## COMMERCIAL VEHICLES XI

# Moves to improve fuel-efficiency

THREATS OF oil crises, rocketing cost of fuel and a growing concern about pollution from road vehicles is making commercial vehicle manufacturers think very carefully about making their products more efficient.

In general, there are three main ways in which fuel savings can be made:

- Increasing the efficiency of the engine and vehicle mechanics.

- Improving the aerodynamics and rolling resistance performance.

- Sensible vehicle use and maintenance.

But vehicle manufacturers only have effective control over the first two. In fact, manufacturers such as Bedford Commercial Vehicles and Leyland vehicles have embodied its thinking on future truck designs in a concept vehicle which will never reach production but shows what companies are working towards in producing better, more economic vehicles.

In Britain, about 7.5m tonnes of petrol and diesel fuel are used by freight transport on road and rail each year. This accounts for around 12 per cent of petroleum products which are consumed.

But lorry traffic on the road has been growing at a much slower rate than the amount of goods which are carried on the road. The reason is that the capacity of lorries and trucks have been steadily increasing.

The highest capacity vehicles today account for about 14 per cent of the heavy goods fleet. This class of vehicle also accounts for nearly half the tonne-kilometres travelling in this country.

Some people in the transport industry are advocating that larger capacity vehicles be introduced, such as the 30-tonne trucks in the rest of Europe. They claim that fuel consumption and operating costs do not increase in proportion to carrying capacity. For example, a reduction in operating costs of 6 to 7 per cent can be gained if a vehicle's capacity is increased from 32.5 to 38 tonnes.

But the introduction of heavier trucks on the road brings up the unpleasant subject of extra damage to road surfaces not to mention extra noise and vibration.

If fuel efficiency is the prime consideration there is even the case for lowering the power of vehicles so that they have a ratio nearer the regulation minimum.

Work carried out by the Transport and Road Research Laboratory shows that a reduction in engine power of around 5 per cent could result in a 1.4 saving in fuel consumption. However, regulations which affect fuel noise and emission can completely negate such savings.

## Regulations

But if Europe and Britain, in particular, is to follow the U.S. and Japan's lead and introduce quite stringent regulations on noise and pollution manufacturers will have to pay close attention to this aspect of design since vehicles would have to conform to the regulations over 50,000 miles.

For example, it has been estimated that 16 per cent of vehicles are emitting excessive smoke. This indicates that some of the fuel is appearing unburnt in the exhaust, which is wasteful. The addition of sophisticated electronic detectors could ensure that more of the hydrocarbons are burnt and that the engine is running more efficiently. Here, anti-pollution measures actually save fuel.

But measures to reduce some of the more unsavoury emission in the exhaust, such as oxides of nitrogen using catalytic converters actually increases fuel consumption up to 20 per cent.

On a conventional petrol driven engine for smaller trucks and vans it is possible to increase the compression ratios since this improves the thermal efficiency of the engine. According to tests, over the ratio range 7.9 to 9.5, over 4 per cent per unit increase in compression ratio. Also, a

petrol engine with its spark ignition can make use of electronics of engine monitoring and control which improves fuel consumption.

On diesel engines there is the increasing use of turbochargers since this improves combustion. Savings are dependent on the operating conditions such as whether or not it is operating a full load and whether or not the vehicles use motorways extensively.

However, if progressively stringent regulations are introduced in Europe, as they already are in the U.S. and Japan, it may well hasten the introduction of more models with turbochargers since they can increase overall performance while maintaining low emissions and acceptable fuel economy.

From research, indication are that turbocharging correctly matched to a smaller engine could improve fuel consumption by around 10 per cent.

There is the temptation that with the continual improvement in engine performance that drivers will tend to use the extra power to increase their speed. But it is well-known that easing off the accelerator a little can result in significant fuel savings—so, manufacturers are contemplating the introduction of speed limiters on vehicles which will prevent exceed the economical limit of that particular model.

Another fuel saving measure is the introduction of thermostatically-controlled fans and shutters for the engine but these are usually fitted as an option but are claimed to offer economies.

The aerodynamics of the commercial vehicles is also a crucial part of the design from the fuel consumption considerations. This is highlighted by the fact that the relationship between aerodynamic drag and road speed is based on a square law. So, the doubling of speed results in a fourfold rise in drag.

The shape of the body and cab of a vehicle is therefore important. But the type of load which is carried also affects

the aerodynamics. The drag of a vehicle is taken into account at the design stage but since a model may be used for widely varying applications it is becoming practice to design add-on air deflectors so that operators can streamline their trucks according to the shape of the load.

Both Leyland Vehicles and General Motors have concept vehicles which take into account possibilities of streamlining. For example, Bedford's concept vehicle has a hydraulically operated air deflector on the roof of the cab, vertical spring loaded deflectors that fill the gap between the space between the cab and the trailer, chassis sides which are faired-in with detachable covers for the rear wheels, and a deep air dam built in below the front bumper.

It has been shown that streamlining devices can improve fuel consumption by up to 14 per cent when the vehicle is unladen to over 10 per cent when fully loaded.

These are just a sample of the work which is being carried out by companies like Leyland Vehicles, Dodge Trucks, Bedford and Ford to make vehicles more efficient.

Some others include, research on transmission, reduction of friction by improved tyre design, vehicle weight reduction and gearing optimisation.

But equally important is driver education so that the vehicle, once in operation can conform to its specification.

Good maintenance is also the only way of ensuring that such performance is sustained over the vehicle's lifetime.

Elaine Williams



Daimler-Benz, of West Germany, is the world's biggest heavy truck producer. Next year the company will also begin assembling commercial vehicles in the U.S. Above: A truck cab being fitted on to a chassis at the Company's Woerth plant on the Rhine

## Changes in engine design

IN A WORLD where fuel economy is becoming a priority, manufacturers of diesel engines are clearly in a strong position, but at the same time development costs have risen sharply and companies cannot allow themselves to fall behind new engine design.

An example of this is the decision of the giant American diesel engine company, Cummins, to boost existing production in the UK and introduce a new 10-litre commercial vehicle engine.

The new engine programme, which will cost around £100m, will involve manufacture in the U.S. and Britain, at a site as yet undecided, with production due to start in the early 1980s.

The company can see a

rapidly increasing market on both sides of the Atlantic for a fuel-efficient diesel truck engine which, if produced in volume, will provide tough competition for the traditional suppliers of these engines, Massey-Ferguson, owned by Perkins of Peter-

borough, L. Gardner (owned by Hawker-Siddeley) and Rolls-Royce.

Production of the new engines, starting in early 1982, will be split between the company's plants in the U.S. and the UK. Initial output should total 150 engines a day, which will be increased to 300 a day by the mid 1980s.

Initially, it was envisaged that the new engine (which is smaller and lighter than current equivalents) would be launched first in Europe, but a rapid build up in U.S. demand for this type of engine means that there may be a simultaneous launch.

In the United States, Cummins has also been co-operating with the tractor and farm equipment company J. I. Case in the development of a new engine in the lower horsepower range,

which would be used for Case's range of equipment. Cummins is also working on the design of a diesel engine for cars, on behalf of Ford, which will manufacture them. These developments tend to

support the theory that major engine companies with large resources, such as Cummins, have a big advantage in development of new products.

While this may be true, there are powerful companies in Continental Europe producing engines and trucks, such as Fiat, Berliet (part of Renault), Daimler-Benz, MAN, Daf, Volvo and Scania, which all make their own diesel power units.

## Trend

But in Britain truck manufacturers such as Bedford, Foden, Ford, BL, ERF, and Seddon Atkinson all use bought-in engines to a lesser or greater extent, and it is certainly unlikely that they could ever meet their own engine needs.

Cummins believes that high investment costs in new engines mean that specialisation will be the name of the game in coming years, and this has happened to some extent already, with certain companies increasing

their grip on particular sections of the market, based on engine sizes.

Perkins, identifying what it regards as a strong growth sector, is to go ahead with the development of a high-speed, light diesel engine which would have dual application in cars and light commercial vehicles.

However, Perkins would like to reach an agreement with a big motor manufacturer to assist in the very considerable development costs, certainly upward of £50m, and for the manufacturer to take a proportion of production. It is evident, however, that the area of cars and light vans will be one of tough competition, since Britain lags behind other European countries in this application of diesel engines.

For Perkins, the problems of its North American parent have a bearing on its future development, since there have been suggestions that a minority interest in the UK subsidiary may be sold off. Should this occur,

it could be a source of additional funds for investment.

Nevertheless, Perkins remains the world's biggest manufacturer of diesel engines within the 30 hp to 500 hp category, followed by Daimler-Benz and Ford, Isuzu, General Motors and Fiat, according to the latest figures. More than a quarter of Perkins' output went into commercial vehicles.

The presence of that number of commercial vehicle manufacturers in the top six engine producers indicates that the development costs of engines have not yet had the impact which some had suggested would make them turn to other sources for engines.

Despite the rapid changes in the energy equation, the world diesel-engine market has traditionally been a stable one, with established patterns of use in vehicles which the truck manufacturers are hesitant to change unless necessary. Moreover, options of different engines continued to be a selling point.

In the UK market, L. Gardner is also planning investment in new products, although the company is cautious about revealing details. It reports that its output has increased steadily over recent years and that it will be keeping in step with the demand for units of greater power.

"We already adapt our engines to meet the requirements of our customers, and intend to continue doing so," said a company spokesman.

Engine manufacturers have traditionally upgraded the engines they have on offer but have often done so with more regard for sheer power than for environmental considerations such as noise and smoke emission. But engine development has become more difficult for two reasons.

Buyers of heavy trucks are now extremely conscious of running costs, and engine manufacturers are aware that more stringent noise and emission standards cannot be too far off. Designers therefore have fairly limited room for manoeuvre with older engine models and their companies are thus forced into vastly more expensive, completely new engines.

As engine and truck manufacturers in Europe and the U.S. continue to involve themselves in a continuing series of tie-ups such as marketing and co-production deals, the major companies are fighting for a bigger share of each other's lucrative markets.

The developing world also holds great promise, particularly the newly industrialising countries, where licensing deals are likely to produce additional scope for engine sales.

Lorne Barling

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## Truck Components

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# Bus makers are optimistic

THE EUROPEAN bus and coach industry has four major manufacturers, each of them basically owing its position to its strength in its domestic market.

These four—Daimler-Benz in West Germany, Leyland in the UK, IVECO in Italy, and RVI (Renault Industrial Vehicles) in France—are followed in the league table by three other significant producers, MAN of West Germany, Volvo and Scania of Sweden, which have established their position mainly as exporters. Including Pegaso of Spain and Ford and Büssing in the UK, European manufacturers turn out about 30,000 buses or bus chassis a year.

Most producers believe that passenger transport will prove to be a healthy growth area for the commercial vehicle industry during the next few decades. This analysis is based on two basic observations. With the world population expanding rapidly, and concentrating itself more and more in big cities, there will be a big requirement for urban transport.

At the same time, the energy crisis is expected to give a big boost to public transport, both in the developing world where cars will remain a luxury, and in the more developed countries, where Governments will be promoting energy saving systems.

Because of these trends, commercial vehicle producers have committed significant funds to this sector over the last decade. Daimler-Benz, for example, has pressed ahead to become the dominant world manufacturer with an output of more than 7,000 units a year; Leyland has put money both into the highly-automated single-decker plant to produce the National range, and, more recently, into a new double-decker design; and RVI, following the merger of Berliet and Saviem, has decided to go ahead with an aggressive development policy designed to capture a significant position in overseas markets.

The main growth problem facing all of these national producers, however, is to develop products which break through the barrier of other countries' national regulations. The big

companies have tended to concentrate their exports in the past on the developing world countries, where requirements are fairly basic and control of design features at a minimum. This means that costly design changes can be avoided. Thus Leyland, for example, has a strong presence in the former British colonial territories in Africa and the West Indies, and RVI in Francophone Africa. In Europe, the national markets have developed insular characteristics, and many details of vehicle design, such as safety features, have not yet been settled at a joint EEC level.

These markets also remain highly idiosyncratic. The best example of this is the use of double-decker buses in Britain, a characteristic of public transport in the UK which has never caught on in Continental Europe, and to which most European cities could not adapt because of the design of their bridges, street signs and so on.

## Markets

In addition to these more obvious features, most European markets have remained strongly nationalistic, partly because of the general desire to buy from home-based producers, and partly because municipal buyers want continuity of product for their fleets. The big exceptions to this rule are France, where importers have captured a large part of the coach and longer-distance vehicle market, and the UK, where shortages of Leyland double-decker output in the early 1970s led to a number of new entries to the market based on imported chassis. By contrast, West Germany remains a virtually closed market: the country has virtually no imports.

As in other industries, the West German producers have shown themselves to be by far the most vigorous European exporters. Daimler-Benz, for example, manufacturing about 7,000 vehicles a year in Europe (it is also a big producer of buses in its Brazilian plants) has pushed exports up to well over 80 per cent of output. An important proportion of this is in Europe, where Mercedes has been highly successful in the coach market, particularly in

France. Up to 50 per cent of the company's sales, however, go into markets outside Europe. MAN, with an output of a little over a third of Mercedes' is also a big exporter to the third world.

The other most successful companies in Europe are Leyland Vehicles and IVECO. Both of these companies, with capacities of between 5,000 and 6,000 vehicles a year, continue to rely for a little over half of their sales on their home markets. But Leyland, despite its failure in Europe with other aspects of its business, has managed to find a solid foothold in the Low Countries, and has, in some years, sold well over 10 per cent of its production in Continental markets.

IVECO, with its bus production based in Italy (another country with virtually no bus imports) is in a very similar position to Leyland in its EEC sales.

In addition to these companies, Volvo has also developed a strong position in Europe in the past few years, selling over half of its 2,000 to 3,000 annual output in the EEC. The Swedish company has achieved this by specialising in a range of chassis and engines which can be used by overseas body-builders as a base for vehicles of a local design.

The least successful exporter from among the large European producers is RVI. In 1977, for example, the company had a bus and coach output of about 2,900 vehicles, but virtually no EEC sales outside the borders of France. Total exports amounted to only about 12 per cent of output.

RVI has also failed, in comparison with other European producers, to protect itself in its domestic market. This is particularly true in the "auto-car" sector for longer-distance vehicles not used exclusively in urban transport. In this sector importers have captured about 40 per cent of the French market. Even in municipal vehicles, where there are much stronger temptations for local authorities to buy the domestically produced product, Renault's share has dropped to about 8 per cent of total sales, while Mercedes has captured well over 5 per cent.

Lorne Barling

RVI is now taking steps to reverse this position of decline. Since the Berliet-Saviem merger, it has taken the decision to support the public transport as a growth sector, and one in which it can clearly make profits—some one-sixth of the group's turnover currently comes from these activities at a profitable rate. Thus, the Berliet and Saviem ranges will gradually be integrated, new products introduced, particularly to attack the market for long-distance coaches, and a more flexible policy developed towards the developing world.

The group's first priority will

clearly be to stop the drift in its home market, where inadequate products in the longer-distance vehicle sector have opened up opportunities to importers, particularly Mercedes. It will also be adopting a more aggressive policy within Europe, on the assumption that the market will gradually become less nationalistic, and it will be aiming to spread its interests elsewhere overseas.

In these areas, the aim is to

become less dependent on

Africa, and to begin to put down roots in other developing territories such as South America and the Middle East. For this reason, RVI is aiming to expand its range of chassis/engine units which can be adapted to a variety of markets.

Whether the European mar-

ket remains large enough—or

will become large enough—to

support the ambitions of RVI—and the other European producers remains open to question. All the latest forecasts point to a steady growth rate of roughly two per cent a year over the next decade from about 9,000 units this year.

But within this developed

part of the world, production

processes are becoming more

and more sophisticated with the

development of integrally con-

structed vehicles which can be

put together by automated pro-

cesses. This, in turn, means a

more capital intensive industry

which demands higher rates of

investment and larger organisa-

tions to support—so there will

be some pressure towards

integration of resources among

the manufacturers.

Most manufacturers have

been surprised by the strength

of the market, considering that

conditions were very similar to

those following the 1973-4 oil

crisis which had very serious

medium-term effects on demand.

Export markets, however,

have shown only slight improve-

ment from the depressed level

of last year, with the most

promising areas being the

Middle East and Eastern

Europe. Nigeria, once a good

market for York Trailers, has

now become extremely difficult

due to import regulations.

York now estimates that its

total output, of which between

30 and 50 per cent goes in

export, is now at around 85 per

cent of the peak reached in the

early 1970s, compared with a

level of 50 to 60 per cent in

1975.

This indicates that the

recovery of the industry has

been painfully slow and buyers

have only now recovered their

confidence, as has been the case

in most European countries.

Higher fuel costs have been a

strong discouraging factor, and York reports increasing interest in its trailer with Hobo suspension. This involves a lifting axle system which enables the operator to reduce costs when unloaded.

## Costs

Manufacturers themselves faced considerable cost increases, mainly as a result of more expensive tyres and steel, the major input.

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## COMMERCIAL VEHICLES XIII

## New controls on body work

THERE ARE more than 300 companies building bodies for commercial vehicles in Britain. The variety of these bodies includes those for aircraft refuellers, ambulances and flat-platform trucks to those for mobile shops, refrigerated-insulated vans, demountable-systems and tipper trucks. The simplest body costs about £800 while the most expensive can cost the customer more than £15,000.

It is difficult to estimate what the market is worth because it is very diversified and localised. There is little body-building for export in the UK or elsewhere in Europe because the transportation of what are really empty boxes is expensive and manufacturers are responding to specialised national (rather than international) need.

But it is a changing industry, primarily because of the shortage of skilled craftsmen, the costs of building, as well as new government and EEC legislation.

Mr. George Quayle, chairman of the national manufacturing council of the Vehicle Builders' and Repairers' Association—one of the two trade associations—says: "The market is expanding but it is becoming more and more specialised. This is because new regulations are putting more and more demands on the body-builder. This means companies are opting for more standardisation and increased specialisation."

"More sophisticated materials are being used to reduce the man hours required to build a body and because there is a shortage of skilled labour we are moving from the emphasis on the craftsman to the machine."

## Regulations

New regulations affecting the industry in the past couple of years include health and safety legislation, while Type Approval is the latest EEC initiative. This will introduce uniform standards of body building throughout the Community.

Mr. John Muschamp, managing director of the Lancashire-based Coachwork Conversions is on the Ministry working party on Type Approval. He says that not much progress has been made yet on introducing the system into the UK, mainly because of problems over the type of approval, the monitoring of it and how to police it.

In Germany, the TUV—a semi-Government body—is responsible for issuing a Type Approval Certificate for every vehicle body manufactured. Mr. Muschamp said it was unlikely that a system similar to that in West Germany would be introduced in Britain. In some other EEC countries the system is operated by Government departments.

He said: "Full Type Approval of the body is still some years away and it only applies to specific items. However, UK manufacturers are concerned about its introduction. It could polarise the market and have serious repercussions on the smaller builder."

"At the moment it is sensible for manufacturers to look at how the regulation is affecting Continental builders and steer in that direction." His company has designed its drop-side vehicle with EEC regulations in mind.

Coachwork Conversions is relatively young. In the 1960s it entered the industry with the then virtually unheard-of idea of marketing a standard body. It now specialises in volume production of standard bodies up to 7.5 tonnes gross. It markets the body as a standard package to its dealer network. Its products include the alloy and GRP ply box (glass re-

inforced plastics), Luton and commercial walk-through vehicle bodies, a range of insulated bodies, drop-side and tilt trucks, milk floats and some special purpose bodywork.

Mr. Muschamp says: "We do not employ highly specialised body builders. We design and assemble the body—contrary to the practice of most body builders. Turnover at the company for this financial year was £2.2m—a 20 per cent. net increase on last year."

At the other end of the market is the Ebro group which is the UK's leading manufacturer of tipping gears and hydraulics systems. It is one of the few UK companies which can supply a sophisticated package of bodywork plus hydraulic equipment. It produces demountable tipper body systems (bodies which can be uncoupled from the chassis) aircraft servicing trucks, tail-board lifts, waste compactors and machine tools.

The company merely produces bodies which are associated with its hydraulics activities. It is the biggest tipper-lorry manufacturer in the UK and reported a turnover of £32m in 1979 with its pre-tax profit, however, slightly down this year—just over £3m compared with £3.8m last year. The company exports a large percentage of its tipping gears and it explained the fall in pre-tax profit as partly the result of the transport strike earlier this year and the continued strengthening of the pound, particularly against the U.S. and Canadian dollars.

It is in effect a method of making the rigid vehicle as efficient as the articulated.

However, manufacturers such as Abel Systems, Dobson Hydraulics, Crane Fruehauf and Ebro have not yet agreed on compatible systems. This happened with articulated lorries in the early years of production and the industry expects a similar initiative to take place. The efficiency of the demountable unit is demonstrated by that specially constructed for North Thames Gas. A demountable body containing a workshop can be simply transferred to another chassis if one truck breaks down, thus keeping the workshop constantly on the road.

Crane Fruehauf, the largest trailer manufacturer in the UK, entered the body-building market eight years ago when it bought the Basildon-based Imperial Coach Works. The company said it did this as a logical diversification of its activity in the road transport industry. Until then it had made trailers and containers.

It now makes the body work for dry-freight and refrigerated vans, de-mountable systems for both rigid and articulated vehicles as well as tipping trailers—it buys the tipping gears. It is active in the entire rigid market—from 3.5 to 28 tonnes. In unit terms it has about 14 per cent. of the body building market.

Being part of the large Fruehauf Corporation of the U.S., the UK company is able to draw on international expertise in exploring the problems of type approval. Its standing engineering committee is at present examining these problems, while a special department was set up within Crane Fruehauf to deal with government regulations. The company says: "Regulations are becoming an increasing problem but it is the smaller companies which will find the greatest difficulties."

As one member of the industry says: "Some bodybuilders are like blacksmiths and they could not afford the time to read all the new legislation, never mind implementing it."

Lisa Wood

## Trailer industry

CONTINUED FROM PREVIOUS PAGE

increases with the weight of the towing vehicle up to six tonnes and is constant thereafter.

As it does not vary with the weight of the trailer, a goods vehicle towing, say, a small generator pays the same as a similar vehicle towing a 12 tonne gross weight draw bar vehicle.

The Government therefore proposes that vehicles over 12 tonnes gross weight should pay a supplement in respect of trailers designed for the carriage of goods if the trailer is over nine tonnes gross weight. Initially at least, the supplement would be at a single flat rate.

Overall the proposed taxation changes are aimed at making heavy goods vehicles provide a fair contribution in taxation to offset the road costs they incur. However, the tractive unit and the semi-trailer will be taxed as a combination with two sets of scales, for two and three axle tractive units.

An operator, when licensing his vehicle, will need to decide what combination of semi-trailers he wishes to be free to use. The licence disc will indicate the number of axles on the tractive unit, the total weight of the vehicle, and the minimum number of axles permitted on the semi-trailer.

An operator whose vehicle is being used (laden or unladen)

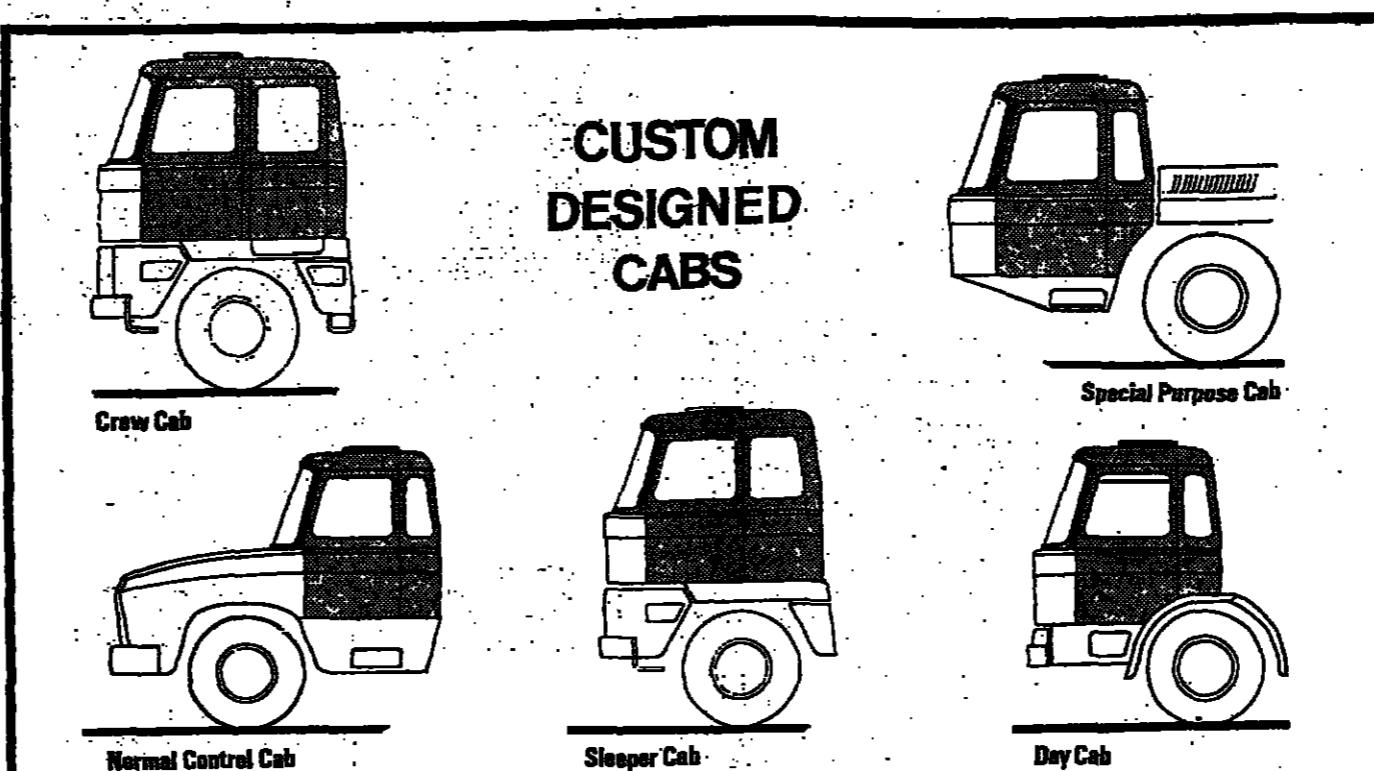
with a single axle semi-trailer, but which is licensed only to be used with two or three axle semi-trailers will be committing a tax offence.

However, there are some advantages which will be attached to the use of vehicles with retractable axles. These would be liable to pay tax at the appropriate rate for the most damaging number of axles used when the vehicle is partly or fully laden.

Thus, an operator who uses a two-axle semi-trailer laden or partly laden with an axle retracted for part of the time will be liable to pay tax at the basic rate scale. If, however, he undertakes only to use the axle retracted when the vehicle is completely unladen, he will be able to tax the tractive unit at a concessionary scale.

These and other fairly complex Government proposals are now subject to discussion within the various industries concerned, but it is clear that the Government will take a tough line on relating axle use to taxation. This may mean that more trailer manufacturers will begin offering retractable axle versions, or make other changes tailored to meet requirements.

Lorne Barling



The Standard Panel concept of Motor Panels (Coventry), a Rubery Owen subsidiary, was a Design Council award-winner this year. The concept enables a wide range of truck cabs to be offered for customers to adapt to their particular needs. The judges described the system as "ingenious".

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JOHN LEWIS

# Breakthrough in truck gearbox battle

THERE WAS a considerable breakthrough in what might be described as the truck gearbox battle being waged in Europe at the recent Frankfurt Show. Daimler-Benz announced it will offer buyers of its new generation of heavy trucks the option of having an Eaton Fuller gearbox.

Daimler-Benz traditionally has used its own gearboxes or those of Zahnradfabrik Friedrichshafen (ZF) in its truck range but has been forced by customers in Australia and South Africa to offer the Eaton Fuller box for some time. Now the pressure in Europe has built up so much that Daimler-Benz, almost the last of Europe's heavy truck makers to work with Eaton Fuller, has capitulated. And the commercial pressures must have been considerable for the group to consider using a major component from a U.S.-owned multinational rather than one from a neighbouring German group.

## Difference

The difference between the Eaton Fuller gearbox and those offered by Daimler-Benz itself and by ZF is that the Fuller does not have synchronesh while the other two do.

And there is a growing number of truck drivers and owners in Europe who prefer a non-synchronesh gearbox.

The advantages claimed are that an experienced driver finds it takes less physical effort to use a non-synchronesh box. Drivers themselves say the box allows them to keep the engine revving hard and thus to keep the truck moving more quickly—particularly when climbing hills with a heavy load. There is also the "macho" element. Being able to use the non-synchronesh box sets a professional driver apart from the average man who would not be able to handle a truck incorporating one.

As for the truck owners, many maintain that because the mechanisms of the non-synchronesh boxes are more simple and have fewer moving parts they give less trouble and last longer. A non-synchronesh gearbox can be expected to last as long as the owner would want to keep a truck from new. Against this ZF points out that 60 per cent of European trucks are delivered with synchronesh gears and, far from demand swinging away, the percentage is growing.

In the U.S. the truck market is 100 per cent non-synchronesh but the individual European markets differ considerably.

For example, Sweden is exclusively synchronesh, mainly because the two local manufacturers of trucks, Scania and Volvo, are dedicated to producing their own drivelines (engines, gearboxes and axles) and so on—let alone the huge capital investment wrapped up in existing plant and equipment—the switch to bought-out components must be carefully timed to allow existing labour to be diverted to alternative work.

Since the mid-1970s sales of Eaton Fuller boxes in Europe have grown rapidly. Output rose 20 per cent in 1978, for example, and is expected to grow by a further 15 per cent this year.

Even so, St. Nazaire added capacity for another 36,000 units a year, to the 60,000 Fullers which can be built at plants in Manchester and Basingstoke in the UK and represented major expansion by any definition.

Since the product was first created in 1959, well over 1m Fullers have been built. The system proved so successful that Eaton used it as the basis for the truck industry's first universal heavy-duty transmission available and interchangeable worldwide.

The St. Nazaire products are interchangeable with those made in Manchester and Basingstoke; in the U.S. at Kalamazoo (Michigan), Shelbyville (Tennessee), Shendoah (Iowa), and King's Mountain (North Carolina).

So the Daimler-Benz transmissions will not necessarily be built in St. Nazaire, it is just that the French plant has eased supply constraints in Europe.

Apart from competition between non-synchronesh and synchronesh gearboxes, Eaton also faces competition from another U.S. group which is fast-growing in Europe: Dana.

Dana claims to be the broadest-based automotive components supplier in the U.S., but freely admits it is still in a "formative" stage in Europe. The group delayed its push deliberately because it knew it would require a manufacturing base in Europe and yet Europe was not ready for the product it had in mind—a non-synchronesh heavy truck transmission.

Fortunately for Dana, Eaton Fuller has gradually changed European minds. Seven years ago Dana started its build-up with the acquisition of one-third of the equity of Turner Manufacturing in the U.S. and last year mopped up the rest.

Full control was necessary because Dana will use Turner as the manufacturing base for its drivetrain components, including non-synchronesh gearboxes.

Dana will make gearboxes in the small and medium-sized ranges complementary to the big ones made by Dana elsewhere. Some of the Turner boxes are destined for export markets, Latin America in particular.

In the U.S. Eaton Fuller has around 68 to 70 per cent of the heavy truck gearbox market and Dana 10 per cent with the in-

house boxes made by Mack Trucks accounting for the rest.

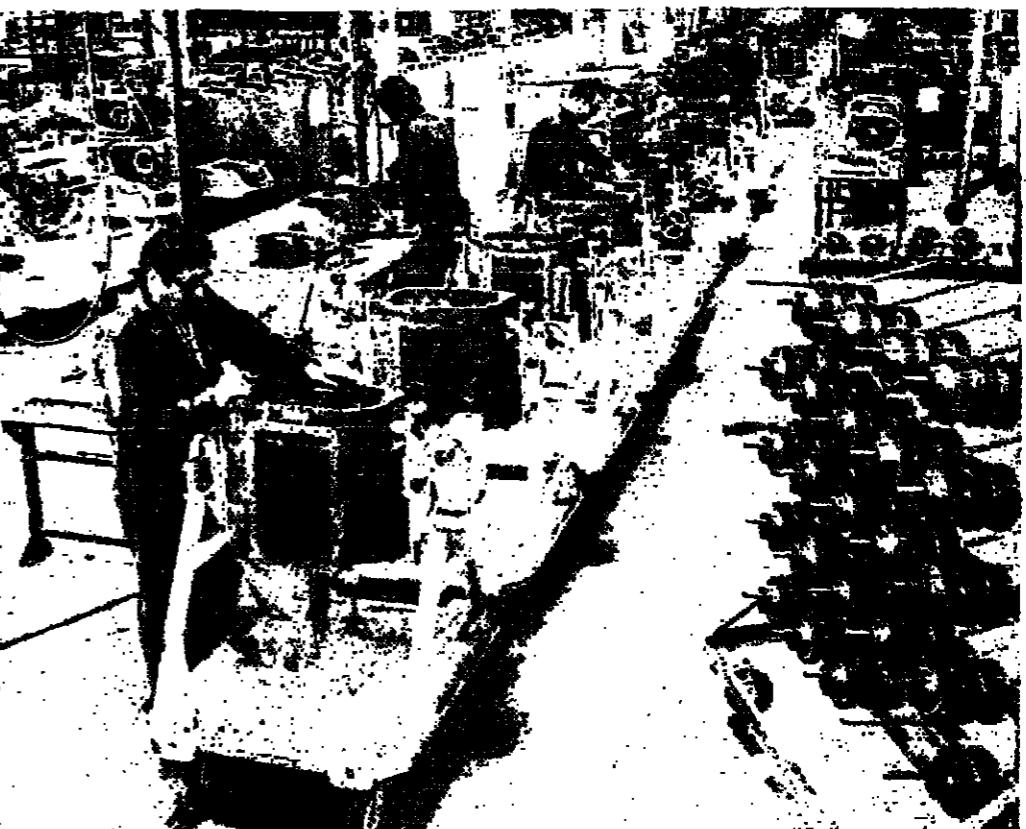
But whether there is room for Eaton, Dana and in-house gearboxes in Europe is debatable," comments Mr. Eduardo Rosenberg, general manager of the Eaton Corporation Transmissions Operation-Europe.

And there is another potential threat in the future—from automatic gearboxes. At present, these are used almost exclusively by passenger transport vehicles operating in large cities where much starting, stopping and creeping in traffic is involved.

But there is some support for the theory that automatics will be adapted by heavy trucks to some extent in the future.

Just to complicate matters a little more, ZF has recently set up operations—a small foothold—in the U.S. Taking on the Americans in their own territory perhaps. As Europe's biggest truck component group, with a turnover this year expected to be DM 2bn (£500m) and with a DM 800m (220m) investment programme running between 1977 and 1979, ZF is making a brave move. But the fact that Daimler-Benz is putting in assembly facilities in the U.S. obviously has a lot to do with ZF's action.

K.G.



Part of the assembly carousel at Eaton's new transmission plant at St. Nazaire, France

## Rapid growth continues in leasing sector

DESPITE THE strictures of the Governor of the Bank of England, Mr. Gordon Richardson, on the subject of leasing, this method of acquiring commercial vehicles without large capital outlay continues to

be more popular.

Mr. Richardson addressed his recent remarks mainly to the banking community, which he said should consider more closely the risk element involved in leasing, for both parties to a contract.

"These risks," he said, "include the basic credit risk to the lessee, and the risk of ignoring that the deferred tax liabilities of the lessor may become payable—for example, if it proves to be impractical to maintain the level of new leasing, and, for operating leases, the risk that residual values will be significantly lower than expected."

His views were prompted by the very substantial growth of the industry in recent years, and one need look no further than the commercial vehicle sector to see what he means.

Figures from the Equipment Leasing Association show that assets in the form of commercial vehicles acquired by its members amounted to £58m in 1976, £114m in 1977 and £158m last year. Assets owned by these members in the form of commercial vehicles totalled nearly £500m at the end of last year.

Although this growth is not as startling as that of the car leasing sector (which started from a low base in 1976), it has significantly raised the proportion of vehicles in the national fleet which are lessor rather than owned.

It is therefore of considerable importance to those involved as lessor or lessee of commercial vehicles that this expansion of the industry has led to a widening debate and official concern. It is the fear of the financial instability that widespread leasing could cause which has prompted the discussion.

### Viewpoint

The chairman of the Equipment Leasing Association, Mr. Tom Clark, said recently in the association's annual report that demand for vehicle leasing was especially strong, but there is evidence that the tax changes designed to curb car leasing could have some effects on the commercial vehicle market.

This is because the major finance companies, headed by Lombard, North Central, Barclays Mercantile, and Midland Montagu Leasing, are likely to be faced with increased competition among themselves with the decline of car business.

It is also clear that the move on cars, which virtually restores the position to what was originally planned with the framing of legislation, is unlikely to be isolated. The Inland Revenue is looking at the whole matter of leasing in the context of tax avoidance.

The debate about the reasons for the growth of the leasing industry has hotbed up recently, with the Equipment Leasing Association playing down the importance of tax in the increase of leasing arrangements.

The response of Mr. Clark to the concern is one of optimism. He believes the industry has taken the necessary checks to see that leasing managements

are sound, and that the leasing business equates to medium-term loans. He points out that leasing companies are not, as in the case of a bank overdraft, looking for repayment on demand.

The essence of leasing is a split between the ownership and use of assets, whether it is vehicles, cars or aircraft. The purchasers of leased assets, the lessors, have legal title to the goods. This brings with it the right to all the capital allowances available under the UK tax system. Since 1972 it has meant the right to claim tax relief for 100 per cent of the cost of assets in the year of purchase.

As a result, there remains a considerable incentive for all businesses with taxable profits to become lessors. The principal operators are, of course, the banks, generally operating through finance house subsidiaries.

### Advantages

However, the practical advantages to industrial companies, particularly when bank credit is tight, is that they can effectively acquire capital equipment without incurring debt, visibly at least.

Opinion remains divided on how far companies have been able to extend their borrowing facilities through the use of leasing, or whether it is likely to have any detrimental economic effects.

It is clear that the Bank of England's principal concern is that there are a number of somewhat inexperienced leasing companies operating in a fast-growing financial sector, and in the event of a casualty, either through a lessor going bankrupt or an asset being destroyed, where the lessor's contract proves defective, there could be a loss of confidence.

Taking the pessimistic view, this could result in a rush from the market-place and a market imbalance which could bring deluge of tax bills.

The Equipment Leasing Association is also aware that the growth in business led to more non-financial institutions providing leasing facilities. "This is a natural development and one which has already taken place in the United States," comments an association spokesman.

The association emphasises that in the UK many of these companies are advised by the EEA and believes that this sector of the industry is soundly managed.

Rapid growth is characteristic of a new and vigorous industry. As an established primary source of equipment finance, we believe that leasing finance will continue to grow in the coming decade, but at a slower rate than we have seen in recent years."

The expansion has in fact been extremely fast and it is now estimated that annual turnover could be as high as £2bn and the Inland Revenue believes that about 15 per cent of this activity is motivated solely by the desire to reduce tax bills.

The nature of leasing, however, is such that while companies can reduce their tax outgoings, there is a tendency for companies to go on leasing at

an increasing rate to maintain their position, leading to the criticism of the treadmill effect that follows.

The official policy of the Equipment Leasing Association is that leasing companies should make full provision for taxes deferred at any particular time, making the eventual payment of the whole bill more bearable.

Although this may not be of immediate concern to a company considering the option of truck leasing, it is clear that after the unbridled growth of recent years, the leasing industry is now being forced to take stock of its position.

Many companies which have heavily committed themselves to the leasing of commercial vehicles must therefore be aware that there could be changes which will have an important bearing on their activities.

While it is clear that the Government is unlikely to take any action which would seriously upset a very large and important financial sector which provides a wide range of capital goods for industry, there may be further efforts to restrain some activities.

Lorne Barling

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مكتبة ابن القيم

## COMMERCIAL VEHICLES XV

# Rising costs hit hauliers

THE SMALL haulage companies which felt the worst effects of last winter's strike by lorry drivers have also been the worst hit by the rapid rises in operating costs that have taken place since the strike.

The vast majority of companies in the domestic and international haulage business could be classed as small companies. There are an estimated 46,000 haulage companies operating in Britain and 45,000 of the companies have fewer than 20 vehicles.

However, the proliferation of companies in times when revenue is under pressure has had a major effect on the nature and structure of the general haulage trade in Britain.

British Road Services, part of the National Freight Corporation, and one of the largest groups, has reduced the proportion of its business which comes from general haulage. An unwillingness to compete against the one-or-two lorry company is certainly one of the reasons for the change of emphasis.

BRS is moving away from the "spot" business, the bread and butter of the small haulage company, to work negotiated under short- or long-term contract.

Two years ago, 45 per cent of British Road Services' turnover came from general haulage. Last year the company's move away from the "spot" market, resulted in the general haulage activities accounting for 42 per cent of the turnover, or £126m. This year the plan is to reduce the general haulage interest to 40 per cent of turnover as part of a move towards cutting general haulage to about a third of turnover, or even less.

In contrast, the company's contract hire and truck rental activities have all been increased at the expense of conventional general cargo. Also the company has developed other activities, such as its BRS Rescue service, which is open for all hauliers. The move marks a novel step towards revenue earning from sources which are outside the traditional business of hauling other people's goods.

Mr. David White, the managing director of BRS, is largely responsible for the shift of emphasis. He has guided the company into increasing profits

and turnover for the past three years and last year returned in a trading profit of £6.8m, which yielded a net profit of £2.4m.

However, it is the small haulier, unable to change in such radical ways to counter inflationary and other cost pressures, that has the most difficulty surviving in today's market.

Labour costs and the rising cost of diesel fuel are the two main components which have accounted for the swift rise in hauliers' operating costs this year. The Road Haulage Association said in July that road haulage operating costs had risen by 17.5 per cent in the first six months of the year.

In the same period last year the increase in costs came to 5 per cent and for the whole of 1978 the rise was 11 per cent.

## Increases

The cost increases came sharply at the beginning of the year and in the few weeks between January 1 to February 20, costs had risen by over 10 per cent.

Labour costs accounted for 9 per cent of the latest total rise in the first six months, followed closely by the rising cost of diesel fuel, up 5 per cent.

Other costs, including vehicle replacement costs added the remaining 3.5 per cent.

The increase in labour costs is likely to have a particularly serious effect on the smaller haulage company where the number of employees is increasing. The Road Transport Industry Training Board, in a survey last year, showed that the average number of people employed in a road haulage company had risen from 18 to 25 employees.

The Board's survey showed, however, that there was a prospect in the 1980s of more stability in the industry's employment pattern than for some time. Little growth in numbers is expected before the early 1980s.

But after the early 1980s, the Board said it expected a return to requirements for drivers similar to that of the early 1980s. The impact of larger vehicle capacity on demand for heavy goods vehicle drivers would, however, be offset by adherence

to more stringent European Economic Community hours and travelling distance regulations.

The Board said that the combined effects of permanent involuntary wastage of drivers and promotions and an assumed national economic growth of 3 per cent per year would lead to a total requirement of novice drivers averaging 12 per cent per year of the heavy goods vehicle driving force by 1985.

The road haulage industry also came under scrutiny last year from the Price Commission. The Commission's main conclusion was that road haulage charges should not be increased in the next year (1979) by more than the rise in the rate of inflation met with a vehement reaction from road hauliers.

The rise in charges this year have so far been well in line with inflation if not ahead of it and the total increases, bearing in mind the high wage settlements of around 22 per cent, are certainly likely to be ahead of the rate of inflation by the end of the year.

But high wage settlements, while they are not linked with productivity, are equally certain to have a major and possibly damaging impact on the fortunes of the small haulier. Wages paid by road haulage companies increased substantially faster than the industry's turnover between 1975 and 1977, according to a study from International Company Comparisons published earlier this year. Employees' pay in the period rose by 22.4 per cent compared with a 35.4 per cent increase in turnover, which was generally in line with inflation.

However, the survey showed that the industry was gradually recovering from the low-point of 1975-76. The average pre-tax profit margin of the companies sampled rose from 3.1 per cent in the trough period to 4.7 per cent in the following year.

Nevertheless, liquidity remained a problem for many of the smaller companies and obvious improvement would be for companies to shorten credit periods for customers. But it may not be easy in a period when there is intense competition in a market determined by the fortunes of a sluggish manufacturing sector.

Lynton N. Lain



An example of what can be achieved in cab comfort in a Leyland Marathon (left)—this cab was originally completed as part of an exercise for trucks involved in Middle East operations. Right: from arm-chair comfort in Bedford's TM long-haul vehicle, the driver has access, via a sliding panel, to a cold box. The cab has fluorescent lighting at night and privacy is provided by roller blinds and one-way glass



## New concepts in cab comfort

IF THE design concepts for cabs intended for long haul lorries are anything to go by, the modern truck driver is destined to become the world's most pampered creature on four wheels.

For example, Bedford's TM long-haul "concept" vehicle, which will never go into production in its present form is typical of the ideas to make long distance travelling more comfortable.

Apart from being fitted with extremely comfortable beds, cabs will also include a refrigerator and/or deep freeze, to cook full of food, a microwave oven to cook it in, a sink with hot and cold water and stereo radio and tape cassettes to keep him, or her, company during solitary journeys.

Providing a driver with the means of self-sufficiency is important when driving in the developing countries where suitable facilities may be few and far between. A driver seldom needs to leave his vehicle unattended or worry about finding a bed for the night.

The reality of cab design is

not so very far behind the Bedford concept vehicle or indeed any other of the commercial vehicle manufacturers' similar projects. Leyland Vehicles' Marathon 2, which was introduced a couple of years ago, included such facilities as a fold-up bed, and a cooker.

But vehicle designers have also been taking steps to improve the overall environment in which the cab driver has to spend the majority of his time.

These steps have included the reduction of noise within the cab itself by improving insulation.

This has been achieved by installing sound absorbent linings in the roof and rear panels. In the Marathon 2, for

example, noise is partly isolated from the cab by a rubber/foam sandwich blanket bonded to the engine tunnel.

In addition, energy-saving measures such as the use of thermostatically controlled radiator fans also minimises noise since the fan is only operating for a small percentage of the time while the engine is switched on, instead of working continually.

### Design

Ergonomic design of the controls and instruments is becoming an increasingly important feature of the overall cab design.

Most manufacturers have groups which specialize in studying the problem of reconciling human needs and abilities with the functions of the cab.

Originally, designs were only aimed at the male population but over the years there has

been an increase in the number of women who take up truck driving. This means that controls have to be more responsive to a lighter touch, foot pedals and gears have to be positioned to suit a wider variation in leg and arm lengths.

Thinking on the positioning of instruments is also changing so that manufacturers are now tending to place the most referred to instruments in the most accessible positions.

Ford's Transcontinental model, for example, also includes pre-journey check switches into the header bar for oil and coolant levels so that this does not interfere with the driver, once underway. If an optional return electrical system is fitted, an additional switch and two warning lights test for short circuits in the electrical systems.

The instruments panel in Leyland's G-cab model (fitted to its medium/light truck

range such as the Terrier, Boxer, Mastiff and Super-mastiff) has been redesigned so that the speedometer/tachograph is now sited directly in front of the driver. View of the instruments are unobstructed by the steering wheel which only contains two spokes.

Much effort has gone into cab and seat mounting to reduce vibration which makes drivers tired and may cause damage in the long-term.

Manufacturers believe that they still have a long way to go in this field of development but some ways of lessening the effects of vibration include suspending the cab instead of connecting it directly to the chassis.

A practical example of this is the Transcontinental which has a fully suspended tilt cab and even the driver's seat can be suspended, if required.

Elaine Williams

*Extracts from the remarks of J. Patrick Kaine President, Truck Group International Harvester at Seddon Atkinson News Conference September 13, 1978 Birmingham, England.*

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This brings us quite naturally to the role of Seddon Atkinson in our plans for this area. To put it in a most forthright manner, our plans call for this company to be the key to our European, Mideast and African ventures and activities.

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Mr. President.**

# Decline in major road projects

THE 1973 oil crisis dealt a heavy blow to motorway development in Europe from which it has not since fully recovered.

The effect of price rises was double-edged. It created on the one hand, serious constraints on national economies which made it much more difficult to finance wholesale motorway construction of the type which had gone on in the boom years of the 1960s. With reduced economic activity, they were not, it could be argued, so necessary. On the other hand, it called into question the creation of roads which would, in effect, encourage the use of more and more fuel.

By this period, however, the main axes of the European network were already in place. In northern Europe, the heavy industrialised areas of the Rhine valley were linked up with a complex network of routes.

Holland, Belgium and Germany had constructed the roads which underlined their commercial interdependence within the Common Market, along with the enormous development of Rotterdam as the main entrepot in this region.

## Systems

Italy also disposed of an extensive system, and France had constructed the most important connecting links with the north German plan and with Italy, parallel with the extension of its own internal system.

Thus, by 1975, Western Europe had a network of a little over 20,000 kilometres, including Britain and Spain, but not Denmark and the Scandinavian countries. The leader by far in construction was West Germany, with 6,071 kilometres, followed by Italy (with 3,176), France (2,830), the UK (1,870), Holland (1,512), Belgium (1,000), Spain (1,730), and Switzerland (628).

Since then, the main building activity has been in France and Spain, where programmes were cut back less dramatically than elsewhere because of the need to catch up with the rest of Europe — Spain, for example, has aimed to continue building at the rate of about 300 kilometres a year.

By the end of this year France should commission its 5,000th kilometre of motorway, and within a year or so, if present plans stand up, it is

expecting to move ahead of West Germany with the longest length of finished motorways in Europe.

The effect of Europe's post-war construction effort has been to give it the most sophisticated road network in the world on some measures. While the UK boasts much longer roads (a network of 56,000 kilometres), and far more per inhabitants (0.27 kilometres per 1,000 head of population against 0.06 per 1,000 Europe), the density of Europe's roads is greater.

By 1975, the density figure had reached 6.05 kilometres per 1,000 square kilometres in Western Europe, compared with 6.02 kilometres per 1,000 square kilometres in the US. These figures indicate the different requirements of the two continents and the greater concentration of industry and population in Western Europe.

Initially, Europe's roads were not particularly designed with industry in mind. West Germany's enormous lead in motorway construction, for example, emerged in the 1950s, when motorways were embarked on for prestige, for strategic military purposes, and as a way of soaking up surplus labour.

By the end of World War Two, Germany already had 2,000 kilometres of motorway in place. Italy under the Fascist regime expanded its motorway network for similar reasons to Germany, setting off with a series of roads in the northern part of the country: the first motorway in Europe, in fact, was a toll road opened at the end of 1924 to link Milan with the Alpine lakes.

Other countries started their first roads with the aim of reducing traffic congestion around main cities as much as anything else.

These initial objectives were retained to some extent in subsequent motorway construction. But the big spur forward came in the 1950s, as a response both to rising car ownership and to industrial needs.

On the one hand, it became quite clear that the burgeoning vehicle population could not be accommodated on the road system as it then existed; on the other, industrial traffic needed

better roads as more and more freight was switched from the railways following the stagnation of fuel prices and the comparative reduction in the price of road transport.

The development of increasingly heavy lorries throughout this period, the result of efforts to minimise fuel costs for the loads carried, also made better roads a necessity.

Since then, motorways have been developed as major weapons in industrial policy, creating faster communications and trade between different areas and opening up the more isolated regions within Western Europe. Pushing motorways into regions such as Scotland or Brittany in France is seen as a way both of giving these regions more outlets for their goods and of encouraging new industry to move in.

## Benefits

The development of some car plants in southern Germany, for example, where the Government wanted new factories because of labour shortages in the north, has been encouraged by the presence of good motorway links. Similarly, the French effort to breathe new life into the old coal-mining regions of the north, or the declining steel-making regions of eastern France, has been accompanied by the development of new roads.

Germany and Italy maintained their lead in motorway building after the war, partly because they had got off to such a good start and partly because they needed roads to help with the reconstruction of the country. Italy, for example, had a poor ordinary road network to begin with and so pressed ahead rapidly with a more complex motorway system in the north and two great connecting routes down the east and west coasts of the country. Its main motorway construction effort is now considered to be virtually complete.

The two late starters in these developments were France and the UK, partly because they both disposed of fairly dense road networks in the first place or, in the case of Great Britain, a very extensive rail system. As so many other areas, France owed its traditional main road system to Napoleon: judged in terms of population, though

country has some 1.5 to 2.5 times more roads per head than its nearest neighbours.

However, in the mid 1950s it became clear that this was not sufficient for the growing transport needs, and France embarked, in 1955, on its main motorway building programme (it had constructed only 25 km before that, to the West of Paris just before the war). The UK followed France by opening its first motorway in 1958.

The main initial effort in both these countries was to build north-south connecting links, onto which were added the east-west spurs. Thus, London was joined to the big northern industrial centres such as Birmingham, Liverpool and eventually Glasgow, while the French drove a road down from Lille in the north to Marseilles in the south. Lille linked conveniently in with the complex Rhine valley network in the Low Countries, while in the south a connecting link was pushed eastwards to meet up with the roads in northern Italy.

As in Italy and Spain (and now Greece), the main method of financing these new routes in France has been by way of toll systems, either run by mixed State and local authority companies, or by licensed private companies which receive a variety of financial assistance. Britain, along with Germany, Belgium and Holland chose to avoid tolls and instead finance the roads more directly from public funds. In the case of the UK, the money comes directly from general taxes; in the case of Germany, a certain proportion of road tax is set aside for

motorway construction. With the decline in really large-scale projects for new motorway construction, accept is now being placed on improvement projects for existing roads. The Belgians, for example, have set in train a major series of projects of this kind, while in France, the regions of Brittany and the Auvergne, two of the more remote areas to the west and centre of the country, are scheduled to get improved road networks of this pattern.

Given the constraints on public spending throughout Europe and the continuing energy shortage, this method of road development is likely to take precedence over motorway construction in the near future.

Terry Dodsworth

Leyland Vehicles, which suffered a crippling strike at its Bathgate truck and tractor plant in Scotland last year, says that from the beginning of this year it has been hitting about 82 per cent of production targets — level it considers satisfactory.

Performance has been significantly marred by two recent developments, however. The engineering dispute has hit the company, a member of the Engineering Employers Federation, particularly severely, with management claiming production has been cut by about a half.

As a response to this, it has already warned its workforce that it will be reducing next year's phase of its major investment programme in Lancashire and in Scotland. It is also closing down its Park Royal bus plant in North London following claims by Sir Michael Edwards, BL chairman, that the workforce had deliberately hindered improvements in productivity.

## Difficulty

Productivity has been a problem at the plant since production began last year of the new Titan bus. The management's desire to recruit a further 200 workers with skills different from those of the majority of the workforce has been an added difficulty.

Workers at the plant have accepted redundancy terms similar to those offered by BL at AEC's Southall plant in West London which closed during the summer.

The various regions of the Road Haulage Association have differing pay anniversary dates starting in the next month or two with Leeds and Bradford and moving on until January.

A delegates conference at Transport House will again set a national claim for negotiations in the regions. Shop stewards at Bradford and Leeds have already submitted a local claim for substantial rises and stewards in the Midlands are calling for a virtual doubling of basic rates following last year's 22 per cent settlement.

National union officials have indicated that the tachograph will not be used by them as a basis for productivity bargaining.

Nick Garnett

## Scope for higher productivity

INDUSTRIAL RELATIONS in the country's truck and van manufacturing plants have this year largely maintained their historical tradition of having fewer industrial disputes and production interruptions than the car building factories.

A few plants have proved exceptions to this, however, and all manufacturers, not surprisingly, argue that there is considerable room for productivity improvements.

Strikes

In recent months the overall picture has been badly disrupted. Strikes within the car manufacturing operations of Chrysler and Vauxhall which have had repercussions on the commercial vehicle plants, special difficulties in one or two factories operated by Leyland Vehicles, and the national engineering dispute which has hit all these companies (mainly through its effect on component makers, though

Vehicles has been affected directly) have all dislocated output.

In commercial transport, lorry drivers employed by member companies of the Road Haulage Association have taken their first steps towards negotiations during this pay round. National union officials say they are again in militant mood.

Production workers are normally employed in smaller units than those in the car plants and can more readily see where their job fits into the whole. Partly because of this very little militancy has developed in these plants. A further factor is almost certainly the reasonable levels of investment and job security. Management would also argue that where it is generally satisfied with industrial relations this has resulted from years of hard work in improving relations with the shop floor.

Ford's commercial vehicle operations at Southampton (Transit vans) and Langley (trucks) up to the July summer shut-down had exceeded total

production for the whole of the previous year (which included a nine-week strike). This has gone hand in hand with a smaller number of disputes than last year and no major strikes.

The company says it is too early to know whether its attendance payments scheme introduced as part of last year's pay settlement has contributed to this performance, although it believes and hopes it has.

One principal factor, however, has been the natural "withdrawal symptoms" on the shop floor following last year's strike. These symptoms usually manifest themselves in tighter adherence to agreed procedures and more consistent working.

Ford has got some overmanning problems and it says there are too many shopfloor infringements of agreed procedures. It is also finding it difficult to recruit enough workers for its Langley plant — a problem also affecting the Dagenham car factories.

Until recent disputes change the picture, Vauxhall has been well satisfied with its commercial vehicle output. August showed the second highest monthly production volume on record (highest was March 1973). The company says the Bedford was the top selling truck in Britain in August and that its recent record of industrial relations at its Dunstable plant is comparable favourably with any other commercial vehicle building plant.

The dispute at Ellesmere Port (which makes Chevannes as well as cars) over the company's 17 per cent pay offer seriously disrupted truck production at Dunstable and output of the HA and CF van lines at Luton. Considerable lay-offs at these two plants resulted from the action at Ellesmere Port, which produces components for Vauxhall's commercial vehicle factories in the south.

Chrysler UK says it has had no strike this year in its commercial vehicle plants — Dunstable making Dodge trucks, Spacecabs and the 50 and 100 series, Luton making components for these vehicles.

The company's commercial vehicle operations have been affected, however, by the troubles in the company's Midland plants — particularly Stoke, which manufactures compo-

# Not all the best specialists are in Harley Street



In fact, location is relatively unimportant. What really matters to become a 'top-class' specialist is a single-minded devotion, and pursuit of excellence in connection with a specific subject. That's why we can justifiably claim to be the number one specialist in our particular subject — the manufacture of trucks.

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World computer giant lets loose a cheaper and more advanced range. Max Wilkinson reports

# The IBM tiger sharpens its claws

MOST of the world's computer companies must now be wondering anxiously whether they have made the right choice — to ride the IBM tiger or to hunt in different parts of the jungle.

The recent display of aggressiveness and power by International Business Machines has started even some of its most anxious observers; and so has the financial bleeding which resulted. IBM, with 64 per cent of the world's computer market and revenues of \$170m from data processing last year casts fearsome shadows over the product and pricing policies of every rival.

Competitors have been obliged to choose, therefore, whether to make machines which fit into the IBM scheme of computing, or to shun such perilous proximity by producing a completely separate system.

The companies which have received the worst mauling recently are those which moved into the last five years right into the heart of IBM's territory and, with a certain commercial impudence, have carried on business even from under the giant's watchful eye.

These companies, led by Amdahl and Itel of the U.S. have sold or leased machines which are direct substitutes for IBM computers but for a variety of reasons have been considerably cheaper. This policy was always fraught with the risk that IBM could use its might to crush its younger competitors.

However, during the mid-1970s these manufacturers of so-called "plug-compatible" machines (because they can plug into an IBM installation) were allowed to thrive. Amdahl accelerated from a standing start in 1971 to a turnover of more than \$300m in 1978, on the basis of very large machines using more modern components than those of IBM. Between 1974 and 1978, Itel, the leasing company, increased its turnover

## MAJOR U.S. COMPANIES (\$m)

Company	1978 Revenue from data processing
Burroughs	2,107
NCR	1,932
Control Data	1,867
Sperry Rand	1,807
Digital Equipment	1,437
Honeywell	1,294
Hewlett-Packard	457
Memorex	570
Itel	487
TRW	466
Date General	380
Amdahl	321
Storage Technology	300
Automatic Data Processing	298

Source: Datamation

from around \$150m to \$700m, with machines produced by Hitachi of Japan and National Semiconductor, of California.

IBM seemed content to allow the plug compatible business to become established, or at any rate it did not take rapid retaliatory action. This may in part have been because IBM has been deeply enmeshed in an anti-trust suit brought by the U.S. Government. It may therefore have wished to keep the claws of its monopoly power carefully retracted.

## New range

However its benign, even complacent, posture changed rapidly with a series of moves in late 1975 and early 1976. The most important was the announcement in January of the first two models of its new 4300 range of computers.

And unfortunately the announcement of the 4300 series was no freak storm, it almost certainly marks the onset of a new competitive climate in which IBM will attempt to accelerate the cycle by which

price. Even in the computer industry, where the price of a unit of computing power has steadily been lowered by improvements in technology, IBM's new machines came as a shock.

In one move, they cast a shadow of obsolescence, not only over a range of IBM's own machines but over those of the plug compatible rivals as well. The response was predictable. The plug compatible manufacturers suffered a disastrous fall in orders as customers decided instead to go for the new high performance 4300 range. Customers who would have bought new machines have also been hedging their bets by opting for short leases so that they will not be caught with obsolete equipment. IBM has received orders for the 4300 series estimated to be about \$10bn, and some of its customers will have to wait three years for delivery.

Amdahl, which has been hit by the shift from sale to leasing, has suffered an 88 per cent drop in its second quarter earnings to \$1.2m and is planning a merger with Memorex, another plug compatible manufacturer.

Itel, which is perhaps the hardest hit, has reported a \$60m loss in the second quarter of the year. It has had to halve its expectation of deliveries from 400 to 200 computer systems by the end of the year and it has laid off 500 employees.

The fears of loss generated by IBM have, moreover reached London, where Lloyd's underwriters are expecting to face claims of some \$225m on insurance policies which computer leasing companies took out against the possibility of cancellations by their customers.

And unfortunately the announcement of the 4300 series was no freak storm, it almost certainly marks the onset of a new competitive climate in which IBM will attempt to accelerate the cycle by which

new technology stimulates commercial growth by creating new demand.

The launching of the 4300 medium sized office machines had already been preceded by the announcement of a new very high powered business computer, the System 38.

The immense interest in the new systems is partly because they represent a new approach to design which should make them easier to use and allow a more flexible communications approach to data processing. Large numbers of computers and terminals can be linked together in a co-operative network so that computer experts can sort our problems in an office many miles away.

## Faster machines

The 4300, particularly, also uses very advanced semiconductor components and new methods of assembly which pack the electronics far more densely than has hitherto been possible.

The microelectronic components used in the 4300 are 32 times denser than those used in the present 370/138 IBM computer. That means the machines can be smaller and cheaper, and because electrons do not have so far to travel, faster. More importantly, they will be easier to service.

Clearly, IBM's competitors will be running flat out to catch up. They will hope that, as before, IBM will be inhibited by its vast bulk from making too many spectacular leaps in price and performance. For obviously, IBM has to be very cautious about advances which could make billions of dollars worth of its own equipment obsolete.

For at least the next year, however, IBM can be expected to continue the launch of new and better products. And the signs are that it will continue the policy of aggressive pricing. IBM can also be expected to continue its attack on the small

computer market with its Series 1 minicomputer range and also with more and more sophisticated office terminals which themselves incorporate miniaturized computers.

The worrying point for competitors is that in addition to its legendary marketing ability, IBM has demonstrated in its latest machines a supremacy over the technology which caught many competitors off guard.

The basic trend of this technology is that electronic components will continue to get smaller, more complex and relatively cheaper, while programming (software) becomes more difficult and more expensive. It follows that the actual machines will become less and less important compared with the cost of the programs which are run on them. This is a point which the plug compatible manufacturers exploited until the recent announcements. They realized that computer programs already written for IBM machines represented such a huge investment that IBM could not possibly afford to produce new machines which would not accept the old programs.

For a similar reason the independent manufacturers like International Computers will be difficult to foresee. It is argued that a company like ICL could use a microcode to enable its customers to run programs written for IBM machines, while IBM (being so much larger) would not bother to write microcode to imitate ICL systems. Another uncertainty is the extent to which IBM will continue its present policy of using microcode to make life difficult for all of its plug-compatible competitors. It can do this by in effect putting secret instructions into its machines which only other IBM equipment can understand.

These uncertainties are given a further twist by the effects of what the industry calls "unbundling"—the practice of selling programs separately from machines instead of all in one package.

The 4300 series is sold "unbundled," which means the machine itself can be so cheap that it will be extremely difficult for plug-compatible manufacturers to be competitive.

GENERAL PURPOSE COMPUTER MARKET SHARES		
1973	1978	1983
IBM PC/MT	65.8	65.5
Total IBM Compatible	12.4	9.2
Honeywell	6.6	6.8
Burroughs	7.1	6.9
Sperry Univac	3.9	3.4
NCR	3.0	2.4
Control Data	1.1	1.7
Others	2.5	4.5
Total Non-IBM Compatible	34.2	31.8

\*Estimated worldwide market shares for medium to large scale general purpose mainframe manufacturers.

Source: Point Webber Mitchell Hutchins

Moreover several powerful independent computer companies have chosen to build machines which if not exactly plug-compatible broadly follow the IBM trail. The two most important are Siemens of Germany and Fujitsu of Japan.

If this should happen a company like ICL which already provides both machine and programs would therefore have more room to manoeuvre and could bide its best judgment for staying out of the IBM camp.

## Lower prices

On the other hand, the plug-compatible manufacturers will undoubtedly fight back with new products and lower prices. The consultants Arthur D. Little and others argue that this could bring in a new era of price-cutting which could ultimately have the effect of making the IBM-type systems much the cheapest in the world. With cheapness, it is argued, would come a gradual extension of market share for IBM and the surviving camp followers at the expense of the independents.

The independents would then seek specialised parts of the market like health, insurance and retailing which they could dominate for a while.

But above all, the independents will have to watch the predatory movement of IBM itself. For as the price of computers falls, IBM must look restlessly for new business in every corner of the market in every part of the globe.

## Letters to the Editor

### Utopian view of gold

From the Chairman,  
Roya Brothers

Sir—I agree with Sam Brittan's Economic Viewpoint article (September 20) when he writes that if the central banks had had the courage of their convictions in 1970 they would have dumped their own gold stocks on a falling market.

According to the figures published by the IMF as at September 30, 1978, gold in the hands of the central banks, together with that of the IMF itself but excluding China, Soviet Russia, etc., total 38,325 tons, which at today's bullion price of \$375 per ounce amounts to approximately \$74bn.

Sir Thomas More once wrote: "They wonder much to hear that gold, which in itself is so useless a thing, should be everywhere so much esteemed."

If the central banks could dispose of their gold at the ruling market price, which of course they cannot, and use the proceeds to redeem government indebtedness (by repurchasing government bonds), it would put an end to the ridiculous speculation in gold that is currently taking place and, at the same time, have a considerable anti-inflationary effect. The central banks should be more realistic and should not try to live in their own Utopia.

Walter H. Salomon,  
56-37, King Street, EC2.

### The third airport

From Mr. J. S. Lear  
Sir—Mr. B. Williams in his letter (Sept. 12) not only makes the fundamental error which Mr. S. Davidson refers to in his letter of September 17 but a large number more.

It is doubtful whether Stansted would "quickly and cheaply be developed to fit the bill." The proposed two runway airport would necessitate the demolition of the existing terminal buildings and there is some doubt, on grounds of alignment, as to whether the existing runway would be used. Also evidence has been produced which indicates that the MII would not have the capacity to carry the traffic to and from the third London airport.

Mr. Williams implies that, while the 1964 Enquiry was with regard to a major project, the present proposal is a minor one. While now only two runways are under contemplation, four terminals are anticipated and "all the other urban development" will still need to be required.

It is a total falsehood to say that Stansted would have been one of Roskill's short-listed sites had it not been for the previous Enquiry. Roskill's terms of reference did not exclude Stansted and indeed it survived up to the Commission's "reduced medium list" of possible sites. Roskill clearly reports that Stansted was not for several reasons on the Commission's short-list and it is interesting to note that in fact Stansted came out fairly low in the reduced medium list.

It is hard to follow how Mr. Williams can suggest that the airport in contemplation would be "number three to Heathrow" when it would

have a passenger capacity of 50 million (nearly twice that of the existing Heathrow). Such a new airport would surely be the London Airport.

To suggest that the majority

of the land east of the present runway is occupied solely by caravan parks (there is in fact one) and light industrial sites is quite untrue and I suggest that the next time Mr. Williams is fortunate enough to be in this area he looks for himself, bearing in mind that the present airport occupies approximately 850 acres and the proposed airport site alone would occupy 5,000 acres. This, of course, disregards the additional much greater area which would be needed for housing, roads, hotels, light industries and other things which would, as a matter of course, spring up around a new airport of this size.

Mr. Williams says "hundreds rather than thousands" would be affected by the noise footprint. The number of people within the 35NN footprint (nearly intolerable at night and very bad during the day in open country) has been estimated by the experts at 6,000 (which rises to 35,000 with supersonic aircraft such as Concorde).

Mr. Williams refers to a new developed Stansted offering employment to many thousands of people and this is certainly true. The airport would provide 27,000 people out of work (including school leavers and young people), as opposed to unfilled vacancies of 1,000 jobs? Surely in an era of acute concern about unemployment it would make more sense to put the third London airport where there is a higher level of unemployment to be dealt with.

J. S. Haw,  
Gardener's Croft,  
Tockley, Essex.

### Pension funding

From Mr. T. S. Shucksmith.

Sir—There is little dissension between the Government Actuary's Department and myself, of which I am aware, and one does not therefore need to decide with whom the truth lies as Mr. Nottage suggests (September 18).

We agree that advance funding would be more costly than pay-as-you-go if a positive real rate of return is not earned on average in the long term. The Government Actuary's Department did not, however, say that it thought a positive real rate of return would not be earned or that this was or is the accepted view. Of course, nobody knows what will happen in the future as regards rates of return so there is no truth on which one can decide. For what it is worth, by own view is that a gross investor such as a pension fund is more likely to earn a positive real rate of return on average in the long term than the economists will understand.

D. Layton,  
Income Data Services,  
140, Great Portland Street,  
W.I.

years' time. If in fact only a negative real return of say 2 per cent is achieved, a final topping up of about 8½ per cent of salaries would be required. The beneficiary may be more reassured if some provision about advances which could make billions of dollars worth of its own equipment obsolete.

It follows that the actual machines will become less and less important compared with the cost of the programs which are run on them. This is a point which the plug compatible manufacturers exploited until the recent announcements. They realized that computer programs already written for IBM machines represented such a huge investment that IBM could not possibly afford to produce new machines which would not accept the old programs.

I just want to raise a point of emphasis. In my view the strongest argument for doing anything about indexing is not that it will reduce the level of pay increases, but for the very important reason that one of the worst effects of inflation is the instability that it gives to people's real incomes. What a gently moving indexed arrangement can do is to remove some of that instability.

The normal system for operating the equivalent of a cost of living arrangement is as we all know, a battle royal between the unions and employers every year to get a swallowing increase to catch up with the change in the value of money.

As I see it the important thing to do is to get trade unions to recognize the value to their members of the introduction of some degree of partial indexing, particularly for those on lowest pay. This should be done widely. It should not, of course be done on a month by month supplement basis, that simply means that people fiddle around with different rates of pay all the time and that, in itself, is destabilising.

It is of interest to contemplate the economic situation which can indicate a continuing negative real return on investments, a situation where the demand for bonds far exceeds the supply of funds for investment, with all that that implies.

The fact that some pension funds have achieved negative real rates of return over a period of years does not imply that this situation will continue in the long run. One might with equal (in)validity forecast a long term positive real return from the fact that over the last fifty years, a regular investment in one of the Equity Indices has, for ten-year periods, produced a positive real return in almost 80 per cent of cases, even if one third of investment income has been paid to the Revenue.

The point is that "no-one

UK: Engineering workers start two-day national strike.

National Union of Miners workers present pay claim for 6 per cent increase to National Coal Board.

Liberal Party Assembly opens, Margate (until September 29).

International Coffee Organisation council meets in London.

Eight NATO nations take part in maritime exercise Ocean Safari '79 (until October 5).

Prices for rough diamonds rise by average 13 per cent (industrial diamond prices unaffected).

Sixth European congress of building societies opens in

## Today's Events

London (until September 28).

Mr. Peter Walker, Agriculture

Secretary, and Mr. Clive Jenkins

ASTMS general secretary, speak

## **BUSINESSMAN'S DIARY**

# UK TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue	Interest
Current .....	Weightech 79 (01-636 5741) (until Sept. 26)	Metropole Ex. Centre Brighton	General
Current .....	International Welding and Metal Fabrication Exh. (021-705 6707) (until Sept. 28)	National Exhibition Centre, Birmingham	General
Sept. 25-28 .....	International Conference and Exhibition on Information Processing—Euro IFIP 101-405 6233)	Wembley Conference Centre	Robotics
Sept. 25-28 .....	Business Efficiency and Equipment Exhibition (0272 312850)	Exhibition Centre, Bristol	Energy Services and Electronics
Sept. 26-30 .....	High Fidelity Autumn Exhibition (Radnage 2674)	Cunard Int. Hotel, London	Electronics
Sept. 27-28 .....	Interior Designers and Decorators Association Exhibition—DECOREX (01-422 6171)	Grosvenor House, London	Electronics
Sept. 30-Oct. 3 ..	Frozen Foods and Freezer Festival (01-332 4885)	West Centre Hotel, London	Electronics
Sept. 30-Oct. 3 ..	British International Footwear Fair (01-739 2071)	Olympia	Electronics
Sept. 30-Oct. 3 ..	International Sports and Leisure Exhibition— ISLE (01-734 9664)	National Exhibition Centre, Birmingham	Electronics
Oct. 2-Oct. 4 ....	Southern Floorcoverings Exhibition (0243 88423)	Metropole Ex Centre Brighton	Electronics
Oct. 3-4 .....	Electrical Research Association Battery Exhibition (Leatherhead 264045)	Royal Garden Hotel, W	Electronics
Oct. 3-4 .....	London Bakers Exhibition (01-947 7781)	New Horticultural Hall	Electronics
Oct. 6-9 .....	Salon International (Hairdressing and Beauty) (01-251 8000)	Wembley Conf. Centre	Electronics
Oct. 7-10 .....	International Garden and Leisure Exhibition— GLEE (01-548 6737)	National Exhibition Centre, Birmingham	Electronics
Oct. 9-11 .....	Distribution for Industry Exhibition (01-332 4885)	National Exhibition Centre,	Electronics
Oct. 9-11 .....	Electronic Measuring Instruments Exhibition— EMIX (021-705 6707)	Bloomsbury Centre Hotel	Electronics
Oct. 9-11 .....	Medical Laboratory Exhibition (01-576 0011)	West Centre Hotel	Electronics
Oct. 9-11 .....	National Housing and Town Planning Exhibition (01-636 5741)	Harrogate	Electronics
Oct. 15-18 .....	Video Tradex International Exhib. (01-636 7181)	Wembley Conf. Centre	Electronics
Oct. 15-20 .....	International Food Wine and Kitchen Exhibition (021-534 2242)	Eristol	Electronics

## OVERSEAS TRADE FAIRS AND EXHIBITIONS

Sept. 25-27 .....	National Business Aircraft Association Convention and Exhibition	Atlanta
Sept. 26-30 .....	Research and Development Exhibition—INNOTECH '79 (01-232 6211)	Stuttgart
Sept. 27-30 .....	International Suppliers Fair for the Motor Industry—AUTOTERAK	Paris
Sept. 28-Oct. 5 .....	International Exhibition of Motor Maintenance and Car Accessories (01-432 3964)	Copenhagen
Sept. 23-Oct. 7 .....	International Motor Cycle and Cycle Show	Paris
Sept. 29-Oct. 8 .....	International Autumn Trade Fair	Metz
Sept. 30-Oct. 3 .....	Irish Fashion Industry Fair (Dublin 762035)	Dublin
Sept. 30-Oct. 5 .....	International Fair for Machine Tools and Tools (01-540 1101)	Copenhagen
Oct. 1-5 .....	Chemical Plant Engineering Exhibition (01-486 1951)	Tokyo
Oct. 2-11 .....	International Textile Machinery Exhibition (01-651 2121)	Hanover
Oct. 3-5 .....	Hong Kong Toy and Gift Fair (01-930 7855)	Hong Kong
Oct. 5-10 .....	Electronics Show (01-724 9828)	Osaka
Oct. 8-13 .....	International Maritime Exhibition—RIMAR	Rio de Janeiro
Oct. 10-13 .....	Office Equipment Exhibition (01-540 1101)	Berlin
Oct. 10-17 .....	International Plastic and Rubber Trade Fair (01-409 0958)	Dusseldorf
Oct. 13-17 .....	International Exhibition of Women's Ready-Made Clothing (01-432 3964)	Paris
Oct. 14-22 .....	International Hotel and Catering Industries Equipment Exhibition (01-439 5364)	Paris
Oct. 15-Nov. 15 .....	Chinese Export Commodities Fair	Canton
Oct. 15-18 .....	International Airport Construction and Equipment Exhibition (0727 62213)	Nice
<b>BUSINESS AND MANAGEMENT CONFERENCES</b>		
Sept. 25 .....	Planned Savings: Personal Finance for the Expatriate (01-551 3558)	Inn on the Park, W1
Sept. 26-29 .....	Institute of Purchasing and Supply: National Conference—Enterprize, the Corporate Role of Purchasing and Supply Management (Ascot 25711)	Sheffield
Sept. 27 .....	HS Conference Studies: Captive Pension Funds (01-433 2332)	Royal Lancaster Hotel, W2
Sept. 27-28 .....	AIM International: The 1979 International Conference on Industrial Leasing (01-262 2722)	London Press Centre
Sept. 28 .....	CGC: The Interbank and London Short Term Money Markets (01-232 6362)	Inn on the Park, W1
Sept. 28 .....	European Study Conferences: European and American competition law (01-725 2711)	Goldschmidt Hall
Sept. 29-Dec. 14 .....	BTSI: General Management Course (04342 5444)	Woking, Surrey
Oct. 1 .....	BIM: Energy Saving with Microprocessors (01-463 2455)	Europa Hotel, W1
Oct. 1-4 .....	RoSPA National Road Safety Congress (021-233 2431)	Imperial Hotel, Blackpool
Oct. 1 .....	BIM: The office of the future (01-405 0426)	Europa Hotel, W1
Oct. 3 .....	London Chamber of Commerce: Business with Czechoslovakia (01-248 4444)	69 Cannon Street, EC4
Oct. 3 .....	Henley Centre for Forecasting: Cost and prices—forecasts to 1984 (01-233 3911)	Selfridge Hotel, W1

## WEEK'S FINANCIAL DIARY

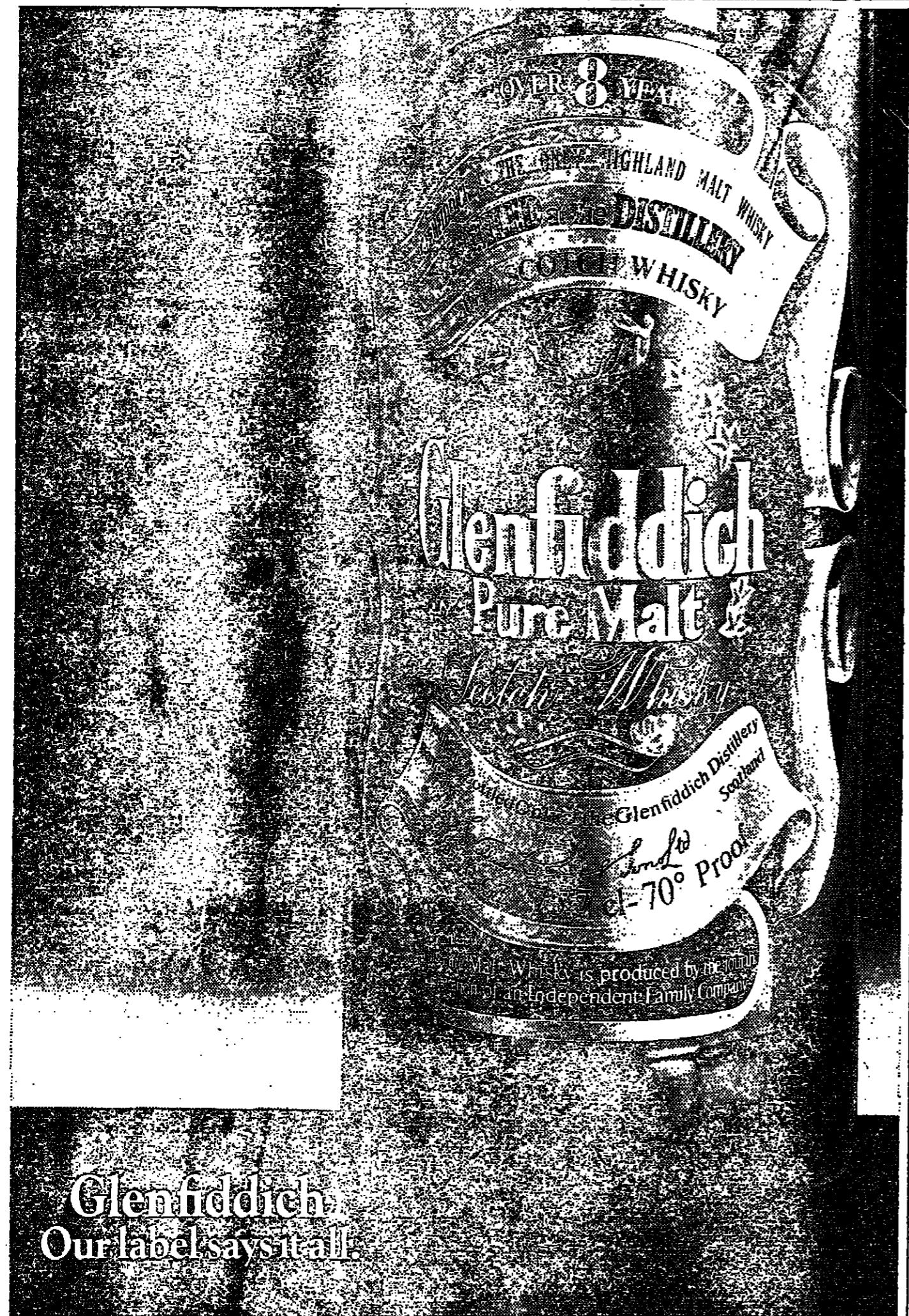
The following is a record of the principal business and financial engagements during the week. The Board meetings are mainly for the purpose of considering dividends and official indications; not always available whether dividends concerned are interim or finals. The sub-divisions shown below are based mainly on last year's timetable.

# Analysis of bank advances and acceptances

to UK residents by banks in the UK at August 15, 1979; as Table 5 in the Bank of England Quarterly Bulletin

for exchange rate effects ...	1979 Feb./May	+ 37	+ 6	+ 34	- 2	+ 4	+ 3	+ 2
	May/Aug.	- 39	- 1	- 25	- 14	- 1	-	-
SERVICES								
London clearing banks .....	1979 May 16	5,894	5,123	483	567	81	1,283	1,128
	Aug. 15	6,228	5,576	507	611	67	1,269	1,152
Scottish clearing banks .....	1979 May 16	788	687	109	83	42	127	113
	Aug. 15	823	730	126	81	58	130	128
Northern Ireland banks <sup>†</sup> .....	1979 May 16	205	205	—	22	8	78	30
	Aug. 15	217	217	—	19	6	84	34
All banks .....	1979 May 16	15,541	10,661	1,771	2,440	998	2,013	3,772
of which in sterling .....	1979 May 16	15,831	11,636	1,815	2,387	917	2,085	3,687
of which in sterling .....	Aug. 15	11,636	11,636	1,156	255	871	2,042	2,642
Changes:								
in sterling .....	1979 Feb./May	+ 585	+ 73	- 32	+ 142	+ 187	+ 30	+ 185
	May/Aug.	+ 975	+ 94	+ 106	+ 83	+ 68	+ 147	+ 477
in foreign currencies adjusted for exchange rate effects <sup>§</sup> ...	1979 Feb./May	- 117	+ 46	- 209	- 21	- 4	+ 42	+ 30

Including lending under special schemes for domestic shipbuilding. <sup>2</sup> The analysis provided by Northern Ireland banks differs slightly from other banks. Chemicals and allied industries are included indistinguishably in "Other manufacturing"; Metal manufacture, Electrical engineering, Shipbuilding and Vehicles in "Other engineering and metal goods"; and Transport and Communications in "Public utilities and national government." <sup>3</sup> The figures exclude as far as possible the effect of changes in exchange rates on the sterling values of



## BET expects no more than modest increase

NO MORE than a modest increase in profit is expected for 1979/80 at British Electric Traction Co., says Sir John Spencer Wills, the chairman. Current performance is mixed with some group companies doing better and others not going so well.

He reports that the retirement of Lord De L'Isle in October will mean that three of the five executive directors will have retired within a space of 12 months but this has not produced succession problems.

For the year to March 31, 1979, good results by smaller subsidiaries was secured by Redifusion's contribution which was marginally lower at £147.11m pre-tax. Total BET profit was ahead from £87.04m to £72.14m on turnover of £720m (£632m).

Plant hire and printing and publishing activities did well and the three loss makers of two years earlier, Murphy Bros, Humphries Holdings and Re-Chem International considerably

improved their profits.

The winter's industrial disputes and very bad weather, which cost the group an estimated £1m overall, depressed Boulton and Paul and similar factors hit Canadian Motorways. Here there was a slide from £128m to £244,000.

Some of the problems of the winter spilled over into the current year at Boulton and Paul but these have now been largely overcome. At Redifusion, aside from the present difficulties the long term outlook is good, Sir John comments.

Strong sterling knocked some £1.7m in translation of profit at United Transport, company which was marginally lower at £147.11m pre-tax. Total BET profit was ahead from £87.04m to £72.14m on turnover of £720m (£632m).

Plant hire and printing and publishing activities did well and the three loss makers of two years earlier, Murphy Bros, Humphries Holdings and Re-Chem International considerably

## Berec offer could cost £5m

Berec Group, Europe's largest manufacturer of dry batteries, has confirmed details of the proposed public tender offer for the outstanding 39.8 per cent stake in its Italian subsidiary, Supercell.

A Berec subsidiary since 1960, Supercell is quoted in Milan, Frankfurt and Rome. The UK parent now intends to offer £5m for each of the outstanding 14.7m shares. Consideration on full acceptance would amount

put of strip and roller brushes for which demand is widespread.

European freight operations were disappointing amid severe competition. However, rationalisation of activities in Belgium and Holland should benefit future profits.

The current year has started well for Advance Laundries which should show improvement for the current 12 months although recent wage settlements and higher material costs are making it increasingly difficult to maintain profit margins.

At March 31, 1978, group investments were valued at £63m (£62m) and cash and short-term investments stood at £28.52m (£29.22m). Bank overdrafts were £10.88m higher at £71.06m and loan capital was up at £29.47m (£35.28m).

As reported with results the net dividend is stepped up to 7.572p (6.78p).

Meeting, Connaught Rooms, WC, on October 18 at 12.15 p.m.

around £5m which compares with assets attributable to the minority of £3.6m.

Supercell doubled its pre-tax profit to £3.2m in the year ended February 28, last, an improvement which, London stockbroker Rowe and Pitman attributed to the absence of industrial disputes together with good volume growth. Profits earned on the minority amounted to £1.2m.

It is felt to be in the long-term interests of both companies that Supercell's operations should become more closely integrated with the rest of the group. In view of the changes this will involve, Berec believes that the minority shareholders in Supercell should be offered a fair price for their shares.

## SPI improves mortgage life policies

Leading Scottish life company, the Scottish Provident Institute, has made several improvements in its life policies, used for repaying house mortgages, designed to make these contracts both cheaper and more flexible.

First, the company has reduced the amount of bonus discounted in its low cost endowment contract, following the improvement in its interim reversionary bonus rates earlier this year. The rate now used is 3.88 per cent compound—80 per cent of the interim rate of 4.88 per cent. This lowers the basic sum assured and consequently the premiums paid for a cover level of mortgage.

The company has also made two improvements designed to help the householder when he moves house and takes out a fresh mortgage for a larger amount and possibly with a later repayment date.

For further information from The Chief Cashier, Finance for Industry Limited, 91, Waterloo Road, London SE1 8XP (01-928 7822, Ext. 387). Cheques payable to "Bank of England, 5/c FFI". FFI is the holding company for ICIC and FCI.

### SIMCO MONEY FUNDS

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Mon. 13.89% 14.04%

Tues. 13.96% 14.05%

Wed. 14.00% 14.07%

Thurs. 13.92% 14.04%

Fri/Sun. 13.77% 14.05%

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Wed. 14.00% 14.07%

Thurs. 13.92%



## INSURANCE

## APPOINTMENTS

## WORLD STOCK MARKETS

## The challenge of tighter regulation

BY OUR INSURANCE CORRESPONDENT

THIS WEEK insurance men and women will gather in Bristol for the annual conference of the Chartered Insurance Institute, the professional body with over 50,000 members drawn from all sectors of the industry—the companies, Lloyd's, and brokers.

The conference pattern is well established: by tradition there is a formal business session on the Friday, when the president and other officers are elected for the year. On the Thursday papers are presented, usually by leading insurance personalities, for consideration and discussion on the day—and for wider dissemination subsequently via the insurance press.

Not surprisingly the theme of this year's papers is The Challenge of the 80s. Three aspects have been selected—

The Regulatory Environment, The Response of the Market and The Response of Management. Papers on these topics are being presented respectively by Ronald Skerman, of the Prudential, David Palmer, of Willis Faber and Dumas, and Geoffrey Kellett, of Royal Insurance. They should give management and rank and file members much food for thought and reason to question the certainty of their future course of business.

## Harmonisation

It is clear, whatever the political colour of the Government, that the British insurance industry faces increasing regulation in the next 10 years—if only because of Britain's membership of the EEC. Over the years the creed of British insurance has been "freedom with responsibility," while the Europeans have opted for greater governmental control. The process of harmonisation—unless Britain remains obdurate or achieves more by persuasion than seems possible—must alter the existing British balance between self discipline and government regulation. The question is how far that balance will be changed.

The traditional divisions of insurance business—accident, fire, marine and life—have in recent years, for accounting, supervisory and some other purposes given way to the distinction between long-term business

and personal business is developing the pressure here is from consumers.

British insurers have already

recognised that in practice personal business must be handled differently—two years ago they

agreed with government statements of insurance practice which protect the consumer from the full rigours of British insurance law. This recognition has already led to the question being asked by the Law Commissioners—if the industry is prepared to deal differently with private policyholders, why can it not accept legislation to make that practice firm law?

## Distinction

Pressure at home is echoed abroad, for in the discussions on the draft of the EEC's non-life service directive the majority of Europeans are intent on creating a distinction between large risks and mass risks (not synonymous with commercial and personal insurances) and having different rules applicable thereto.

Faced with such pressures for change, many insurance men and women may think they should concentrate on what is in hand and worry about tomorrow when it comes.

But all have to live in a changing regulatory environment and there is no reason to bury heads in the sand. Workers in insurance can help shape the future provided the problems are clearly recognised, logically considered and firmly resolved. The discussions on Thursday in Bristol should engender a greater awareness of the challenge that the 1980s will pose to this country's pre-eminent international insurance position.

## Hospital waiting lists up 25%

HOSPITAL WAITING lists in south-west England have increased by 25 per cent in five years, says the Regional Health Authority. It gives two reasons—the ageing population and industrial action.

Mr Brian Bailey, chairman of the authority, says the size of the lists is a "major cause for concern." Mr M. Wise has

## New directors for Portals Holdings

Mr. B. J. F. Dawson and Mr. J. A. Hamilton have been appointed directors of PORTALS HOLDINGS.

The following appointments have been made to the board of ROWNTREE MACKINTOSH INC. New York, a subsidiary of Rowntree Mackintosh Limited. Mr. K. Haslinger (chairman), Mr. J. S. Sugden (president), Mr. T. G. Cooper, R. Hamilton, Mr. J. F. Maher, Mr. Haslinger, Mr. Copley and Mr. Main as directors of the parent concern; Mr. Sugden is at present president of Rowntree Mackintosh Canada and Mr. Hamilton is a member of the Rowntree Mackintosh export division. Rowntree Mackintosh Inc. will be responsible for the development of Rowntree Mackintosh brands in the U.S. other than Kit Kat, Rolo and After Eight Mints which are manufactured and marketed under licence by Hershey Foods Inc.

Mr. Robin Napier has been made chief accountant. Mr. Ostime has also been appointed general manager of the subsidiary United Standard Assurance Company and Mr. D. Hinshelwood becomes assistant general manager of that concern.

Mr. Bobin Napier has joined the Board of STANDARD FIREWORKS as a non-executive director. Mr. Napier is an executive director of London merchant bankers Charterhouse Jephcott and is chairman of its Manchester subsidiary, Charterhouse Jephcott (Northern).

Mr. D. A. H. Baer has been appointed a director of F. AND C. EUROCREDIT. Mr. C. G. G. Wainman retires from the board after the annual meeting on October 28, 1979, and Mr. D. A. H. Baer will succeed him as chairman.

Mr. Ian McDonald has been appointed commercial and industrial attaché to the DELEGATION GENERALE DU QUEBEC IN LONDON.

Mr. Richard L. Desmond has joined BABCOCK INTERNATIONAL as group treasurer. He was previously assistant treasurer of Esso Petroleum.

Mr. J. L. Harvey, a non-executive director of LAPORTE INDUSTRIES (HOLDINGS) has been appointed vice-chairman.

Mr. M. J. Evans, an executive director of Siegfried Aktiengesellschaft, Switzerland, manufacturer of fine chemicals and pharmaceuticals, has been made a non-executive of Laporte.

Mr. Alex Bell has been appointed deputy chairman of Derek Crouch Construction Company, and chairman of Derek Crouch (Sales). Mr. Charles Sanders, the present chairman of the sales company, will continue as a non-executive member of the Main Board of the parent concern DERER CROUCH after he hands over to Mr. Bell on January 1, 1980.

## WALL STREET

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Sept. 21

1979



# FINANCIAL TIMES SURVEY

Monday September 24 1979

## Defence Equipment Industries

Armaments look like remaining one of the world's biggest industries for some time to come, with projected national expenditures running into many billions of dollars. Preservation of the balance of power between East and West continues to provide the main thrust to the market, but Third World countries are a growing presence.

THROUGHOUT THE world, spending on armaments of all kinds continues unabated, as it has done since the end of the Second World War. Continued political instability, coupled with a growing desire from emerging Third World countries to develop their armed forces, and the efforts on the part of NATO to boost defence spending on conventional arms to combat the rapid build-up of conventional weapons by the Warsaw Pact forces, are all playing a part in this continued emphasis on arms procurement.

It is estimated that, last year, total world spending on defence, including procurement of weapons of all kinds but excluding the Warsaw Pact nations and China, amounted to well over \$350bn and that if spending by those two blocs are also included the total is probably well over \$400bn. The figure has been rising steadily for years, partly of course because of inflation, but also because of an increase in the volume of armaments being acquired world-wide.

### Budget

In the UK alone, the defence budget for 1979-80 is estimated at nearly \$8.6bn, or just under 4% of the Gross Domestic Product for the year at market prices, representing an increase in real terms of 3 per cent over the 1978-79 figure. For 1980-81, the Government's plans provide for a further real increase of 3 per cent.

While no decision has been taken on UK defence budget levels for 1981-82 and 1982-83, it seems likely that further increases in real terms will be

The reason is that, as has been clear for some time, the Warsaw Pact countries have been increasing their own defence expenditure, and it is estimated that Soviet defence spending alone now accounts for about 11 to 13 per cent of the Gross National Product, having risen by an average rate of about 4 per cent a year in real terms between 1973 and 1977, and is still rising, although perhaps more slowly. This year's UK Defence White Paper made it clear that a high proportion, probably well over a third, of all Soviet and Warsaw Pact defence spending is on the procurement of new weapons, and over a fifth of the total is spent on research and development of high-technology weapons systems, including especially missiles, both land and submarine-based.

At the same time, however, according to the UK Defence White Paper, much of the Soviet and Warsaw Pact Budget is also being spent on conventional weapons of all kinds. Already in Central Europe the NATO forces are outnumbered by 2.8 to 1 in main battle tanks, by 2.7 to 1 in artillery pieces, by 2.2 to 1 in fixed-wing tactical combat aircraft, and by 1.2 to 1 in total troop levels. It is largely to try to correct this imbalance in conventional forces that NATO itself is increasing its defence spending in real terms in the years ahead.

But within the overall total of world defence spending, there is a detectable trend for the countries of the Third World to assume a bigger share. According to the Stockholm Peace Research Institute, the share of the Third World in

total defence spending in 1978 had risen to about 14 per cent, against only 6 per cent a decade earlier, with further rises in 1979-80 and in the current year.

This expansion is stemming from the desire of those countries to develop their armories

weapons complex dependent upon aid from other Arab countries, but is still interested in the long-term in becoming an arms producer.

That defence spending ranks high in the list of priorities for countries in the Third World is indicated by an analysis

and support personnel, and the manufacture of weapons under licence from major arms-producing countries. While in many instances these weapons can still be classified as minor-in that they are either vehicles of various kinds, anti-tank weapons and small arms and ammunition, there is an increase

suppliers in the world ready to step in.

As a result of these trends, the cross-patterning of defence equipment sales and manufacturing agreements, already almost impenetrable labyrinth, becomes more complex every year. This is not necessarily because of a desire for secrecy on arms trading between buyers and sellers, although much of that undoubtedly exists, but more because the trade itself is so substantial, and is expanding so rapidly, that it is almost impossible to keep track of it.

Many contracts, of course, are openly entered into. In the UK, where it is estimated that upwards of 1m people are given full-time employment by the defence manufacturing and ancillary supporting industries, with several hundreds of companies involved, major export contracts—for example, for military aircraft—are openly announced because they tend to be substantial and provide long-term continuity of employment for many thousands of people and make a major contribution to the country's economy.

Thus, India, for example, is not only buying the British Jaguar jet strike-trainer but also planning to build it under licence. Israel has for some time been building its own supersonic combat aircraft, the Kfir, as well as guided weapons, and many countries make their own vehicles, small arms and infantry and other weapons.

Where overseas countries do not have indigenous design and development capabilities, it is not difficult for them to establish weapons industries on the basis of licence production from one or another of the major powers. While in some countries, such as the UK, various political constraints may prevent arms deals with other countries, such as with South Africa, there are always other

is, in effect, the Defence Ministry's commercial arm to do exports, and it meets the need for an organisation that can negotiate contracts with foreign Governments for equipment originating from both the Royal Ordnance Factories and from the private industry.

### Arrange

It also can arrange financials, credit and export insurance, and a contract for associated defence requirements such as main-tenance, training, and infra-structure programmes. Conversely, it also meets the need of overseas governments for a new organisation that carries the authority of the UK Government.

But at the same time, IMS does not compete with the shear private sector. Where an overseas government or agency wishes to contract directly with a private company on a nationalised industry, IMS need not be involved. But defence procurement is often complex and where overseas governments require a combination of equipment and services, IMS can act as a principal and bring together resources from both the private and public sectors, drawing on the expertise of government agencies and their armed forces.

IMS' turnover has risen substantially in recent years, from £10m in 1972 to an estimated £260m in the current year. The company has always been profitable.

Another significant organisation in UK defence sales overseas is the Defence Manufacturers' Association, which

CONTINUED ON NEXT PAGE

## Big spending continues

By Michael Donne, Aerospace Correspondent

of conventional weapons, including light tactical combat aircraft, tanks and other armoured vehicles, artillery, including especially anti-tank weapons, and light battlefield guided weapons, as well as small arms and ammunition.

This trend applies as much to individual countries in South America, Central America, Africa and South-East Asia as it does to the Middle East, where the biggest spenders at present are Saudi Arabia and Israel.

Iran, following the revolution

earlier this year, with the subsequent cancellation of many major military contracts with Western countries, while no longer a major arms producer, is still interested in spares and small arms. Egypt, for political reasons stemming from its peace agreement with Israel, has been obliged to abandon its originally extensive plans to create a military industrial

carried out by SIPRI, which shows that in 1977 (and there is no reason to believe the trend has changed much since then) out of 93 under-developed countries, nearly a quarter of them spent more than 25 per cent of their total gross domestic budgets on military activities; nearly a third spent more than 20 per cent in that way; and nearly 60 per cent of them spent over 10 per cent of their total domestic budgets on defence.

It is difficult to quantify

precisely just how much of this cash is spent specifically on armaments as such—that is, on hardware as opposed to other items in defence budgets such as pay, food, accommodation and transport. But if the UK defence budget is any guide, it is probable that about one-third of total defence outlays go on equipment of all kinds, another third on pay for armed forces

year is being spent specifically on weaponry of various kinds, and that while some part of this is undoubtedly being spent on nuclear weapons in the major countries of the NATO and Warsaw Pact alliances, most of it is being spent on conventional armaments.

A considerable proportion of this trade in arms stems from four major weapons suppliers: the US, Soviet Union, the UK and France. All four specialise in virtually all kinds of conventional weapons, for land, sea or air warfare. The trade in nuclear armaments is very strictly limited even between members of the same alliances.

But competition in conventional weapons is fierce, and it is also significant that in recent years, many other countries in the world have tended to build up their own capabilities for weapons development and production, especially through the

tendency for some of these countries to seek more significant weapons-manufacturing capabilities.

Thus, India, for example, is not only buying the British Jaguar jet strike-trainer but also planning to build it under licence. Israel has for some time been building its own supersonic combat aircraft, the Kfir, as well as guided weapons.

Many countries make their own vehicles, small arms and infantry and other weapons.

Where overseas countries do not have indigenous design and development capabilities, it is not difficult for them to establish weapons industries on the basis of licence production from one or another of the major powers.

While in some countries, such as the UK, various political constraints may prevent arms deals with other countries, such as with South Africa, there are always other

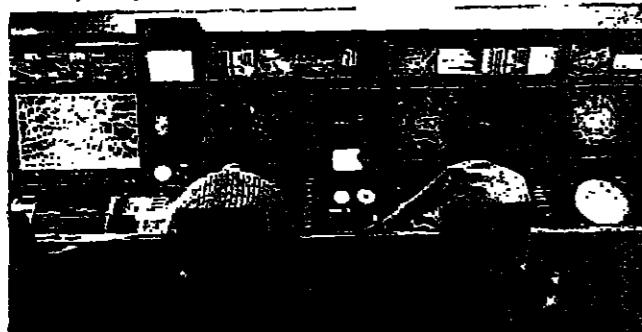
## Thinking for tomorrow got us where we are today

Today Cossor Electronics is a well established supplier of electronic equipment for the defence industry, public authorities and airlines.

Tomorrow we will be applying our technological skills to expand into many other fields.

Which is why we want to tell you something about ourselves. You may not be a customer today, but sooner or later you may be ordering an electronic system from us. Before you do, we are sure that you would like to know a little more about the company you will be dealing with.

We would also like qualified Electronics Engineers to realise just what Cossor Electronics has to offer. One thing is certain, our growth plans mean that we are going to need plenty of the right people to grow with us.



### Today's air traffic control...and the next generation

Cossor Electronics has been first in secondary radar since its development in the Second World War. Today our systems are used for air traffic control in airports and airfields throughout the world. We have the unique capability to supply both the airborne equipment (the transponders), and total ground systems (the antennas, interrogators, computer-based terminals and displays).

Our latest development project will affect anybody flying the crowded skies of the eighties. Known as Adsel, it is being designed for Britain's aviation authorities to give the controller the system he will need to cope with ever-increasing air traffic densities.

### When communication is vital, people keep in touch with Cossor

Our UHF/VHF ground-to-air communication systems are standard equipments for the Royal Air Force, and we have fitted them in many civilian airports here and overseas. We are producing a teleprinter for the British Army which has storage and extensive compose and edit facilities—more a fully fledged electronic terminal, in fact. We are developing tactical message terminals with storage facilities, which have any number of practical possibilities. Add to that modems, synthesisers, programmable filters and it is apparent that if you are interested in communications, we are the people to talk to.

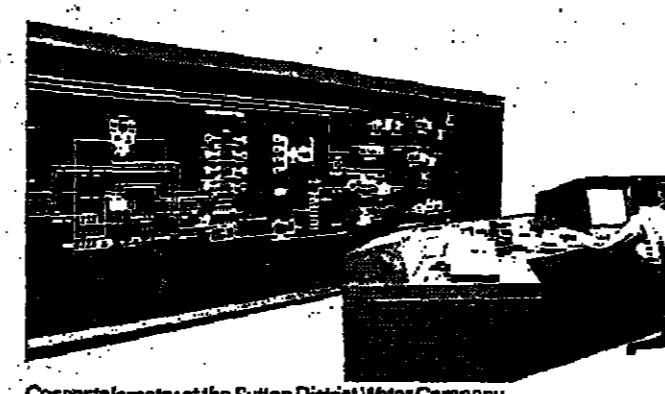


### Advanced telemetry for efficient energy management

Modern telemetry systems are playing an increasingly important role in the management of gas, water, oil and electricity distribution. Many other areas, where operational efficiency is increased by more accurate measurement and control, benefit from applying the same techniques.

These systems involve a wide range of electronics' skills. At Cossor we have been able to apply the broad-based capability that we have gained in many fields of advanced technology to place ourselves in the forefront of telemetry systems development.

If you are an engineer interested in working in telemetry, or if you are planning to install, expand or replace a system—consult with Cossor.



Cossor telemetry at the Sutton District Water Company

### Airborne systems that make for safer skies

Today Cossor secondary radar transponders are fitted to most commercial aircraft in service with British airlines (including Concorde), to most Royal Air Force and Royal Navy aircraft, and to the aircraft of many overseas airlines. Our instrument landing systems are fitted by the Royal Air Force in the Jaguar, Phantom, Tornado and Hawk. As in all our product ranges, we are thinking for tomorrow. We are developing a single package microminiature transponder, known as the IFF 3100, to save weight and space in the British Tornado. Our engineers are also busy working on the IFF 3500, which is an airborne interrogator enabling an aircraft to identify another in flight and gain early warning of hostile attacks. Two multi-million pound Ministry of Defence contracts that mean we are playing our part in the defence of the country!



### Facts before your eyes—and at your fingertips

The visual display unit is becoming as well known a piece of office equipment as the typewriter or telephone. What may be less well known is that Cossor Electronics is one of Europe's largest independent VDU manufacturers. Our equipments are mainly sold by our sister company, Data Logic, and through them our customers embrace nearly every level of industry and commerce.



### Thinking for tomorrow means getting things right today

Radar, communications, telemetry, avionics, data—all important products performing essential services. Which is why we regard product reliability as essential, from the initial design, through to manufacture, test and quality control.

And it is also the reason why we have our own Service and Installation Division to ensure that the product performance lasts its lifetime.

At Cossor we care. To find out more about us, please write for our brochure:

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## DEFENCE EQUIPMENT INDUSTRIES II

## Long order books from air forces

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in

END FOR military aircraft and guided weapons is expected to remain buoyant through the 1980s and beyond, as countries throughout the world continue to equip with new tactical combat aircraft and their associated weapons systems.

In the UK alone, spending on military aircraft and engines in the current financial year is expected to amount to more than £1bn, out of total spending for defence equipment of nearly £3.5bn, or about 41 per cent of the total defence budget.

Estimates prepared by British Aerospace show that during the next 15 years, up to about 1994, the overseas market for military fighter, attack and trainer aircraft, outside the U.S., the Soviet Union and Warsaw Pact countries and China, is likely to amount to as much as £40bn. (in 1978 values) for over 12,500 aircraft of all kinds. Of these, about 3,600 will be small

trainers and light strike aircraft, like the BAE Hawk and Dassault-Breguet-Dornier Alpha-Jet; nearly 3,000 aircraft will be in the 8,000-12,000 kilogrammes weight class, such as F-5s, A-10s and Hunter; about 4,700 aircraft will be in the 12,000 to 16,000 kilogrammes class, such as Jaguar jet-strike trainers, Harrier vertical take-off aircraft, French Mirage F-1s and U.S. F-16s, while the rest will be the bigger, air-superiority types of

combat aircraft, such as the Tornado multi-role combat aircraft, the McDonnell Douglas F-15 Eagle and the Grumman F-14 Tomcat.

Of the 12,500 aircraft likely to be needed, about 2,900 are already committed, so that orders for well over 9,000 more aircraft seem likely to be placed through the 1980s and early 1990s. The biggest section of the market, representing about half in terms of value, is the Jaguar-Harrier type of aircraft, and there are high hopes for substantial continued sales of both types of aircraft through the period ahead. It should be pointed out, however, that all these estimates cover only the fighter, attack and trainer aircraft markets, and thus represent only about 70 per cent of all the military aircraft that are likely to be ordered, the rest being specialist aircraft such as transports, maritime reconnaissance, anti-submarine warfare and airborne early warning aircraft. If the U.S. market is also included—and some major competitions for new trainer and combat aircraft are in the offing there—the overall market for military aircraft of all types through the next 15 years could amount to close to 20,000 aircraft.

The UK is already in a strong position to exploit this massive market potential, both in military aircraft and associated guided weapons.

## Exports

British Aerospace, the nationalised civil and military aircraft and guided weapons manufacturer, last year had total sales of over £894m, of which military aircraft accounted for no less than £284m (of which in turn export sales accounted for £135m), while sales of "defence systems," including guided weapons, amounted to £251m, of which exports accounted for over £83m.

The group's principal military aircraft programmes include the Anglo-West German-Italian Tornado Multi-Role Combat Aircraft; the Harrier and Sea Harrier vertical take-off fighters; the Harrier ground attack/trainer; the Harrier strike/trainer; Bulldog primary trainer; the military HS-748 turbo-prop two-seat; the Nimrod maritime reconnaissance and airborne early warning aircraft; and the low-speed light turbo-prop transport.

In addition, there is a substantial volume of product support, spares, overhaul, refurbishment and conversion programmes for military aircraft no longer in production, including the VC-10 aerial refuelling tanker, the Canberra, Buccaneer and Hunter strike aircraft; the Lightning supersonic fighter; Gnat trainer; Victor aerial refuelling tanker; Vulcan four-jet bomber and the Shackleton maritime reconnaissance aircraft. Substantial sub-contract work is also under way on other manufacturers' military aircraft, including the AV-8B Advanced Harrier with McDonnell Douglas of the U.S.

British Aerospace is hoping that the AV-8B will be ordered in quantity for the U.S. Navy and Marine Corps. Recently, following successful trials of prototypes of the AV-8B, McDonnell Douglas of the U.S. said that: "preparations had begun for full-scale development of the aircraft. Operating with 'blonde' authority from the U.S. Navy, McDonnell Douglas said it was placing orders for raw materials and other equipment, and had placed contracts with British Aerospace and Rolls-Royce which builds the Pegasus engine for the Harrier. Representatives from BAE's Kingston-Brough Division are expected to go to the U.S. soon to negotiate contracts with BAE that will be worth about £32m. The first development AV-8B is expected to make its maiden flight in October 1981, by which time it is hoped that a major production order for the aircraft will have been placed by the U.S. Navy and Marine Corps. The latter already is an extensive user of the earlier version of the Harrier, the AV-8A.

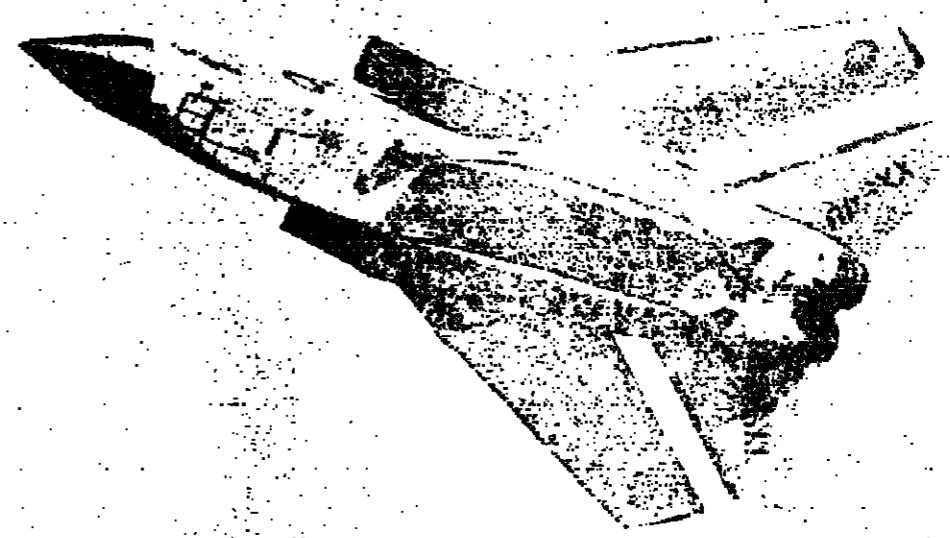
Among the major UK guided weapons programmes are continued development and production of the Rapier low-level air defence system; the Towed Rapier low-level air defence system; Swingfire long-range anti-tank weapon; the Skyflash medium-range air-to-air missile; the Land and Sea Dart area defence system; the Seawolf shipborne point defence missile system, with a lightweight version also under development; the Sea Skua helicopter-launched anti-ship missile; the Short-Range Air-to-Air Missile (SRAAM) and the Sabre anti-armour weapon. As with military aircraft, there is a substantial volume of product support and other work associated with major missile systems now no longer in production but still in service, including the Martel, Red Top, and Firestreak air-to-air missiles; the Seaslug ship-to-air guided weapon and the Bloodhound surface-to-air weapon. The UK is also involved in license manufacture of the European Euromissile Milan medium-range anti-tank weapon.

The question is whether to continue with a submarine-based deterrent, which will require the development of new submarines and missiles to go in them, or to revert to some other form of land-based or airborne deterrent, such as a "cruise" missile—a stand-off weapon launched from an aircraft flying some hundreds of miles from the target. Whichever way the decision goes, and the studies of all the options are now in progress, it will be bound to create a major defence procurement decision costing many hundreds of millions of pounds.

For continued seaborne deterrent, the UK will probably have to rely upon US missile technology, although building its own warheads, but for an airborne "cruise" missile the UK has the undoubted ability to develop its own type of weapon system, based on the extensive experience already gained by the guided weapons industry. The danger here is that the UK may be inclined for political reasons into accepting U.S. technology, at the risk of downgrading its own guided weapons industry, which would be more than capable of undertaking any "cruise" missile development.

The second major decision will be whether or not to develop another tactical combat aircraft, to replace the Jaguar and perhaps also the Harrier vertical take-off strike aircraft in the late 1980s or early 1990s. An Air Staff Target, called AST-403, has already been discussed extensively in the aerospace industries of the UK and West Germany, in a bid to find a common design upon which both countries could work. If possible, the UK would like to extend such a collaborative programme to include other countries, so as to spread the burden of costs and widen the market, as has been done already with the Tornado multi-role combat aircraft. But such a programme is bound to cost many hundreds of millions of pounds—indeed, it might even come to rival the Tornado in costs and numbers of aircraft. No decisions have yet been taken on either of these matters—which, in fact, represent only two of the continuing defence programme decisions that will have to be taken in the years ahead. But because of the developmental timescales involved in such complex weapons systems, it seems certain that those decisions will have to be settled by, say, 1981 at the latest, if the various new weapons required are to become available by the early 1990s.

Michael Donne



Europe's air shield for the 1980s—the Anglo-West German-Italian Tornado Multi-Role Combat Aircraft. Over 800 are to be built.

and the U.S. Hughes TOW

go in them, or to revert to some other form of land-based or airborne deterrent, such as a "cruise" missile—a stand-off

weapon launched from an aircraft flying some hundreds of miles from the target. Whichever way the decision goes, and the studies of all the options are now in progress, it will be bound to create a major defence procurement decision costing many hundreds of millions of pounds.

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## Decisions

In the UK, two major defence procurement decisions will have to be settled within the next year or two, both of which could involve international collaboration. One is whether to replace, and with what, the UK strategic nuclear deterrent, currently provided by the Polaris missile nuclear submarine force. This force is capable of continuing in service through the 1980s, but by the early-1990s will need to be replaced not only because of age, but also because of the advancing technology of nuclear warfare.

The question is whether to continue with a submarine-based deterrent, which will require the development of new submarines and missiles to go in them, or to revert to some other form of land-based or airborne deterrent, such as a "cruise" missile—a stand-off

power for active duty

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## DEFENCE EQUIPMENT INDUSTRIES III

## Battlefields in space

THE MAIN use of space until now and for the foreseeable future is the military one. The only proposal which could change the balance significantly is the solar power satellite, the scheme for tapping solar energy round-the-clock by way of a geostationary earth satellite and beaming it back to earth. Unfortunately, for those seeking new sources of energy to supplement the solar power satellite appear to be very discouraging at present.

Last year, of another 155 satellites launched from the earth, 112 were paid for out of defence budgets: 91 by the USSR, 19 by the U.S., 1 by China, and 1 by the U.S. for NATO. According to SIPRI, the Stockholm International Peace Research Institute, three out of four of all the 2,000-odd satellites launched since Sputnik have been "military oriented."

The importance today of a potential battlefield high in the sky, which has been accessible for little more than two decades, is easily under-estimated from the ground. But its existence was brought home dramatically to people early last year when a Russian military satellite bearing a miniature nuclear reactor to provide it with bursts of high power inadvertently re-entered the atmosphere. Canada, the main recipient of the radioactive debris scattered by Cosmos 954, is still trying to get reparations from the USSR for the cost of clearing up the mess.

Like most military satellites, Cosmos 954 was designed for a particular task of surveillance; in this case, observation of U.S. naval activities by means of a powerful radar requiring power levels obtainable only from a nuclear reactor in space. Ocean surveillance, as a space activity, dates from the mid-1960s. The main objective is to give navies a virtually real-time, synoptic view of the ocean, by relaying data captured by the watching satellite via a communications satellite back to a control centre on land.

The U.S. Navy's first ocean-surveillance satellite was launched little more than three years ago. Code-named White Cloud, its purpose is to monitor movements and transmissions of surface vessels, for which it carries three "sub-satellites" which it can place into orbit. The four satellites, all in near-circular earth orbit, can together keep a large portion

of the ocean under constant observation, and the direction in which vessels are moving can be ascertained. The mother satellite carries such sensors as passive infra-red and microwave radiometers, and radio-frequency detectors to pick up radar and radio signals from ships. Its siblings are understood also to carry infra-red and microwave sensors.

The White-Cloud satellites can detect transmissions at a range of 3,000 km. They are therefore positioned about 8,000 miles apart to afford continuous monitoring of naval vessels. A more advanced U.S. development known as Clipper Bow, scheduled to be introduced in 1983, is expected to refine the surveillance to a point where any enemy vessel can be identified.

## Surveillance

SIPRI reports that the USSR probably began its ocean-surveillance programme a little later than the U.S. It employs pairs of satellites in low orbits, 9 degrees apart, to observe the direction and speed of vessels. It has developed a method of surveillance based on high-power radars, for which it requires a nuclear reactor. The first pair of Cosmos ocean-surveillance satellites was launched in 1974. Their powerpacks use highly enriched uranium to deliver a relatively brief burst of power. Once this power has been expended, the satellite is replaced and "parked" in an orbit of much greater altitude where it is expected to remain safely until the radioactive fission products of the nuclear reaction have decayed to safe levels. With Cosmos 954 the procedure went awry and the satellite tumbled back to earth.

Submerged submarines pose additional problems for satellite sensors because of the cover provided by the ocean itself. The "noisy" background, electronically speaking, for a host of different reasons, both natural and man-made. Many kinds of satellite contribute importantly to global ocean-surveillance, including the latest TIROS weather satellites developed by NASA, the U.S. National Aeronautics and Space Administration. The activities planned for NASA's Space Shuttle and its Spacelab orbiting laboratory will certainly extend their capability for unravelling the complexities of ocean noise.

In addition, the U.S. has developed SEASAT, a NASA project for ocean sensing—sea state (wave height), wind speed and direction, wave direction and ocean temperature. SEASAT is unhampered by clouds and works equally well by night or day because it uses microwave sensors. The project is partly financed and controlled by the U.S. Department of Defence. SEASAT can also tune into signals from the military NAVSTAR satellites, so ascertaining its own position to within 10 metres, while its radar can resolve a terrestrial target as small as 25 metres across. It is believed that SEASAT satellites may be able to detect the hydrodynamic signature left by a submarine when the conical wake of undersea turbulence it inevitably trade finally breaks the surface.

Nuclear explosions in space are banned under the Partial Nuclear Test Ban Treaty of 1963. Under the Outer Space Treaty of 1967, the U.S. and USSR agreed that "nuclear weapons and/or any other kinds of weapons of mass destruction in earth orbit" should be forbidden. They also banned military activities on the moon or other celestial bodies. But the two treaties still leave plenty of scope for military activities in space and especially for anti-satellite weapons, such as ray and beam weapons, which might be fired with extremely high velocity and accuracy, unhindered by the vagaries of the earth's atmosphere.

To serve this end, both the U.S. and the USSR have been working on techniques for intercepting satellites in space, interrogating them, jamming their transmissions, and if necessary destroying them or even plucking them out of orbit for closer inspection. The Russians are known to have conducted at least two series of trials with potential "killer" satellites, one from 1968-71, and one which began in 1976 and may still be continuing.

These tests cover four different modes of intercepting one satellite with another. They are perigee matching, in which the interceptor makes a fast swoop past its target at the lowest point in the target's orbit; co-orbiting, in which the interceptor approaches more gradually in a circular orbit similar to that of its target;

red or radar sensors. The Americans are also developing a target satellite which can be used to test the performance of their anti-satellite systems.

But the Russians have also shown signs of being distinctly perturbed by the development of the Space Shuttle. NASA's biggest project at present, and one in which the Department of Defense has made a substantial investment. The Space Shuttle will be able to carry aloft complete satellites and manoeuvre them into orbit using a crew of seven to make any on-the-spot assembly or adjustment required. More significantly still, it will be able to recover satellites from orbit and bring them back to earth for repair—or for closer examination.

According to SIPRI, one of the projects planned for the Space Shuttle is to put into

orbit a new kind of military surveillance satellite equipped with very sensitive heat sensors, designed to spot from far above the cruise missiles or low-flying aircraft which ground radar may fail to detect. Another NASA project envisages the assembly in space of a giant telescope—a project which will require no fewer than six trips by the Shuttle, with its 29-tonne payload.

Again, the Shuttle should afford a versatile "gun platform" for trying out the new laser and beam weapons.

The first flight of the Space Shuttle, which President Carter originally requested for this month, has been delayed by technical problems, until some time next year. But even if the USSR is seriously developing a counterpart to the Shuttle, the signs are that the Americans could have a lead of some years in this technology.

\* SIPRI Yearbook 1979, Taylor and Francis Limited, 10-14, Macklin Street, London WC2B 5NF, pp 698, £21.50.

David Fishlock  
Science Editor

The view in Western defence circles is that deployment of the new systems will go ahead, probably around the end of 1983. The Americans will bear the bulk of the costs, which is expected to cost \$33bn.

Other improvements to American strategic forces will continue whatever happens to SALT. Indeed in the present climate it is by no means conceivable that the Administration will be obliged to revive the plans for the B-1 bomber. They were abandoned last year in favour of modernisation of the ageing B-52s which first entered service in the 1950s. Such is the state of opinion today that as that decision is widely regarded as a mistake, as again was the President's refusal last year to authorise the development of the enhanced radiation weapon, generally known as the neutron bomb.

It was the confusion surrounding the neutron decision that persuaded NATO that it ought to behave in a more organised fashion in future. The lesson has been taken to heart in the preparations for the modernisation of theatre nuclear weapons in Europe. It now seems likely, though it is impossible to be certain in these matters, that the Alliance will approve a comprehensive programme to this end at its Ministerial meeting in December.

The programme will consist of the deployment of some 600 new American theatre nuclear weapons (the precise figure is said to be 572) spread across the territory of as many European members of the Alliance as possible. The aim will be to counter the new Soviet theatre nuclear systems such as the SS-20 missile and the Backfire bomber which have led to fears, especially in West Germany, that the balance of nuclear power in Europe is shifting dangerously in favour of the Russians. Pershing 2 ballistic missiles with a range of over 1,000 miles are likely to be chosen for this purpose, as well as ground-launched cruise missiles (GLCMs) whose range will be even greater.

A NATO decision to deploy such systems will be accompanied by a new offer to the Soviet Union to negotiate on arms control, this time on theatre nuclear weapons. Even these are being modernised as part of the Alliance's long-term defence programme. There are still those who maintain that NATO is doing too little too late, but it would be hard to deny that there has been a change in the trend. The cause has been the growing awareness of Soviet military power and of the need to counter it.

Malcolm Rutherford  
Political Editor

## The West's defence strategy

WHATEVER THE outcome of current debates on arms control, defence spending by the Western powers seems likely to rise substantially in the next few years. The reason is the steady military build-up by the Soviet Union and the West's decision, originally taken at the NATO summit meeting in London in 1977, that this will have to be countered if the balance of power is not to tilt too far in Russia's favour.

The NATO members have already agreed to increase their defence spending by 3 per cent a year in real terms over the next five years. There is some argument about how many of them are pulling their weight and whether the target can be met at once. In particular there is an argument in Britain between the Ministry of Defence and the Treasury about what "3 per cent in real terms" means. In defence circles it means volume terms, but to the Treasury it means simply 3 per

cent above the general level of inflation. The trouble is that defence costs tend to rise much more sharply than general costs. But either way the trend seems to be upwards and it has been reinforced by the coming to power of a Conservative Government determined to do more about defence even while containing public expenditure overall.

There has been a similar development in the U.S. The Senate vote on the ratification of SALT 2 will not take place until towards the end of this year and the result is still in doubt. But what is significant is that even those who support the treaty—from President Carter downwards—admit that defence spending will go up regardless. The only question is by how much.

Mt. Carter recently submitted a defence budget to Congress that would raise military spending next year by 3 per cent in real terms to \$130.6bn. He may

mobile and it is vulnerable to Soviet cruise missile attack. It is said to say that without approval of the MX programme the chances of SALT ratification by the Senate would have been minimal. The system is expected to cost \$33bn.

The introduction of GLCMs has some bearing on SALT 2. The protocol to that treaty forbids the deployment of both ground-launched and sea-launched cruise missiles before the end of 1981, but it does not forbid their development. It seems likely that this will continue in space, and such is the present climate of opinion that the protocol will be renewed when it expires.

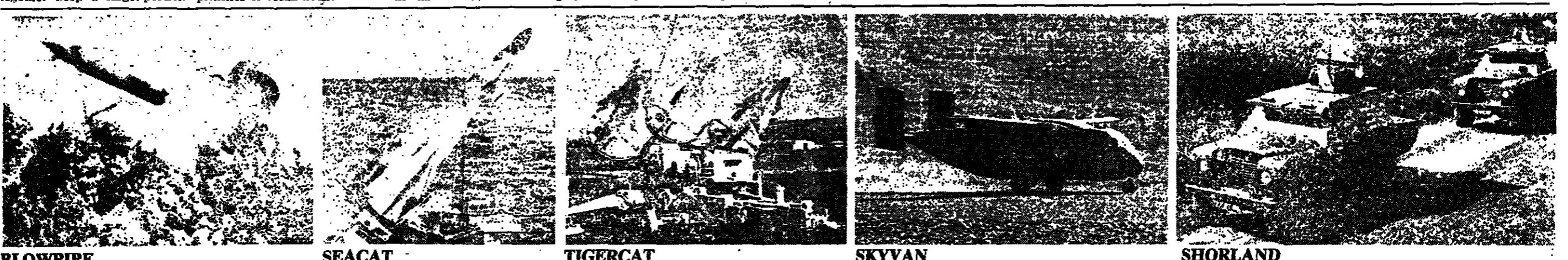
## Status

There may be some special problems for Britain in this context. The American proposals for theatre modernisation are for the deployment of purely American systems, with the GLCMs being based in the UK. It may well be that the British Government will wish to build its own, or at least to do so under licence in order to emphasise its status as a nuclear power. The matter is still under consideration, but the Government is clearly tempted by the idea of British cruise missile programme if it can find the money.

The other major British decision on nuclear forces concerns the successor to Polaris, the main element in the country's strategic deterrent. A decision does not appear to be imminent, but under Mrs. Thatcher's Government the question is how, and when rather than whether. A new generation of ballistic missiles carrying submarines has emerged as the clear favourite. Although there has been some talk of a European nuclear force, it is not generally regarded as realistic. Co-operation with the Americans on the Polaris successor will be essential and is expected to be forthcoming.

In general therefore the prospect is one of the steady modernisation of nuclear forces, both at the strategic and the tactical level. The third leg of the NATO defence triad consists of conventional forces. Even these are being modernised as part of the Alliance's long-term defence programme. There are still those who maintain that NATO is doing too little too late, but it would be hard to deny that there has been a change in the trend. The cause has been the growing awareness of Soviet military power and of the need to counter it.

Malcolm Rutherford  
Political Editor



## The Peacekeepers.

## BLOWPIPE

Providing a new dimension in man-portable fire power this supersonic guided missile gives close-range defence against attack by low-flying aircraft or lightly armoured surface vehicles. It is currently in service with NATO, British Territorial Army and overseas forces.

## SEACAT

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Latest improvement under development is a height-control capability which will allow it also to engage surface targets.

## TIGERCAT

Land-based version of Seacat, in service with the armed forces of seven countries, Tigercat can be rapidly deployed in mobile fire units for the protection of ground positions against low-level air strike. Like Seacat, it has a 24-hour defence capability.

## SKYVAN

The world's largest light aircraft, Skyvan 3M offers a versatile cost-effective STOL transport for a wide range of tactical support duties. It is in service with 13 national forces, operating efficiently under some of the world's toughest conditions of climate and terrain.

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Developed to provide a robust, reliable vehicle for the use of peace-keeping forces, the Shorland armoured patrol car is operational in over 25 countries. Its companion vehicle, the eight-seat Shorland APV, permits safe deployment of personnel in high-risk zones.

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## DEFENCE EQUIPMENT INDUSTRIES. IV

## Warships boost for UK yards

The building of warships in Britain has in the past year assumed an importance, in terms of industrial activity, unparalleled since the early days of this century.

British yards had orders for 42 warships valued at £1.736bn at the end of June, 30 per cent of them bound for overseas. At the same time, the total order book for merchant ships, once the bread and butter of British yards, stood at 88 ships worth £632m. The figures reflect the new emphasis on naval work which has become inevitable during the six years of recession in world shipping and the consequent downturn in demand for merchant ships.

The move away from merchant shipbuilding has largely been a forced one for corporations like British Shipbuilders, the State-owned body responsible for the major part of naval and merchant shipbuilding work in Britain. Merchant ship orders have simply not been available in the volume necessary to maintain yard capacity working at a viable level.

The corporation has attempted to encourage the British Ministry of Defence to bring forward orders for naval vessels to help fill the gap caused by the slump in the non-military sphere.

But even without an accelerated building programme, British warship yards were to be treated to a generous ordering programme this year, according to the 1979 Defence White Paper, which said that out of total defence spending on all types of equipment in 1979-1980 of £2.495bn, £757m would be spent on ships, ship equipment, stores and weapons. The naval shipbuilding and equipment total included £261m on fighting ships, £51m for support, Royal Fleet Auxiliary and other vessels, and £280m on weapons systems, missiles and torpedoes.

Warship building is carried out at Yarrow (Shipbuilders) on the Clyde, the Vickers Shipbuilding Group, Barrow, Vosper Thorneycroft (UK), Southampton, Swan Hunter Shipbuilders, Wallsend, Cammell Laird at Birkenhead, and Scotts (Shipbuilding), Greenock.

The last two companies also build large merchant vessels, but the emphasis from this year will be on naval work, a development which stems from British Shipbuilders' plans for rationalising the industry. The plans mean cutting out

merchant shipbuilding capacity which is now surplus to current and foreseen requirements.

Last year only 22 merchant vessels valued at £150m and totalling 154,602 compensated gross registered tonnes (cgtr a measure of the work content of a vessel) were ordered from the corporation's yards. These orders helped to lift the total merchant order book to 87,362 cgtr at the end of the last financial year in March—but still a far cry from the 2.5m cgtr on the order books in the first quarter of 1975.

In contrast the naval work in hand and on order at the end of March came to a total of 41 ships. No figure was published for the tonnage involved, although the total compared with 65 vessels on the orderbook at the end of March four years ago.

## Specialist

British Shipbuilders said in its annual report that the naval shipbuilding order book has remained "fairly constant for some years." In fact figures show that there has been a steady decrease in the number of warship orders going to Britain's mixed merchant and naval yards, and a growing emphasis on the specialist naval yards. These yards had 29 naval vessels on order four years ago last March, compared with 12 at the end of the current financial year.

On the other hand, the order books in the specialist naval yards, which had 36 naval ships on order four years ago, have stabilised at around 28 or 29 vessels.

The corporation's plans call for a cut of 10,000 in the number of employees in merchant shipbuilding over the next 18 months. Up to 6,000 of these job losses may be accounted for by transfers to offshore engineering work and to the specialist naval yards, which now employ 19,300 men.

The changes are designed to leave the merchant ship sector with between 19,000 and 19,000 jobs by 1981. The transfer of jobs in the specialist naval yards will ensure that throughout the early 1980s Britain's shipbuilding will be dominated by naval work.

However, against these structural changes in the nature of the industry in Britain there is a rising tide of change in warship technology and in the military strategy which deter-

mines design requirements. The development of the through-deck cruiser in Britain as an alternative to the aircraft carrier has moved ahead with the sea trials of HMS Invincible, built by Vickers at Barrow-in-Furness. The cruiser is designed for anti-submarine warfare but will carry the Sea Harrier short and vertical take-off aircraft.

Two other through-deck cruisers have also been ordered for the Royal Navy, HMS Illustrious and HMS Ark Royal, both of 16,000 standard displacement tonnes. HMS Illustrious was launched from Swan Hunter's yard on the Tyne last December at the same time the Ministry of Defence ordered the £200m HMS Ark Royal. The three vessels will all have been fitted with the British "ski jump" upward sloping ramp for aiding the take-off of the Harrier.

Other technological developments in warship construction include the use of glass reinforced plastic for the Hunt class of mine countermeasures vessels. Three of these vessels are under construction.

Britain has also developed a new class of frigate, the Type 24, to be built at Yarrow's shipyard on the Clyde. The first of the class is to be built without a formal order from any world navy. The keel is expected to be laid soon.

Details of the vessels were given at the recent Royal Navy Equipment Exhibition at Portsmouth, where plans were unveiled for the first new conventional diesel-electric submarine—the Type 2400—to be designed in Britain for a quarter of a century. Up to 12 of the new submarines may be ordered for the Royal Navy, to replace the Oberon class SSK.

However, another advance in submarine technology—the development of fuel-cell power—may well be bypassed by Britain. Fuel-cells can offer high efficiency, silence, minimum manpower demands, complete absence of heated exhaust which in other submarines can disclose their presence to enemy warships—and simple maintenance. Fuel-cells were invented in Britain and the rapidly rising cost and complexity of nuclear power as the means of submarine propulsion has forced world navies to study possible alternatives.

West Germany may well become the first country to produce a fuel-cell powered submarine for full operational duties. The

craft may be able to travel at 22 knots for weeks at a time. Fuel-cells, the application of low-cost microprocessor technology and more efficient hull shapes may result in smaller submarines and other warships. Manning levels could be cut and more ships could be ordered for the same outlay.

But one of the most unusual developments is the 50,000-ton nuclear-powered aircraft carrier now under construction for the Soviet Navy. At this time when forces in the West are reassessing the role and importance of similar large craft.

The Soviets already have three Kiev class anti-submarine aircraft carriers in service, carrying vertical take-off fighters. The vessels have been compared with the British Invincible class through-deck cruisers although the Soviet vessels displace 37,000 tonnes, making them over twice the size of the British vessels.

The U.S. has not abandoned the large carriers, however, and the U.S. House of Representatives defence subcommittee agreed that funds should be provided for a new nuclear powered carrier next year. This

Lynton McLain



Artist's impression of the helicopter-carrying catamaran developed by the Helicat Company

## Electronics to the fore

THE UNITED Kingdom, traditionally strong in the general defence field, is particularly so in the part of it taken up by defence electronics. Worldwide the industry is booming, largely because the electronics incorporated in military systems and vehicles of every type are growing very rapidly, and also because defence spending in general continues at a high level.

In the UK a number of companies—Decca, Ferranti, Marconi (a division of the General Electric Company), Plessey and Racal—are major contenders for both domestic defence requirements and the world market, while companies like Cable and Wireless and International Aeradio (IAL) offer increasingly wide consultancy and contractual expertise.

As a general overview, it may be said that military electronics often blaze an experimental trail which is subsequently followed by civil and commercial applications. Probably the most famous instance are the developments in the U.S. military and space programmes in the field of integrated circuits in the fifties and sixties which laid the foundations of the U.S. semiconductor industry, still the world's leader. That in turn has fuelled the so-called "revolution" in microcircuit technology, which now pervades most sectors of industrial, commercial and social life.

A recent report by stockbrokers Laurie, Millbank highlights the importance of "electronics warfare" for the UK economy: "Electronics warfare is an outstanding growth market. The UK manufacturers are limited by Government spending and limitations on export markets. However, one important aspect should be borne in mind, and that is that most existing ships and aircraft need to be fitted out retrospectively, and this can create a significant business."

Significant indeed—since the electronics retooling of, for example, a naval ship can lead to contracts of £1m or more, with more modest but welcome deals on fighter aircraft and army vehicles and control centres.

Decca, one of whose two divisions—capital goods—specialises considerably in military electronics, is currently weak. Earlier this month it reported a net loss of over £5m after a net profit in the previous year of around £4m. Much of that weakness appears to stem from the consumer goods side of the business, where its television division is loss-making, and where its record company shares in the current downturn in the record market (especially popular music).

On the capital side, the military hardware—mainly land, ship and airborne radar—has also caused some problems, though it is regarded as the group's major strength. It has introduced the Cutlass series of electronic support measures, and jamming systems known as electronic counter-measures. These are for use where signalling is intense, and have the capability to decode some 2,000 hostile radars. Decca has said that profits on this side of the business, where some £20m worth of orders are on hand, will come through in the current year and next—though it is not clear yet if they will succeed in lifting the company's performance sufficiently to make it strong once more.

In contrast to Decca, Marconi's problems seem in many cases to be of the past (though it has recently had to leave the power transformers business after years of unprofitability there). It is still 50 per cent owned by the National Enterprise Board, which rescued it in 1975. It is commonly supposed that it will be wholly or very largely returned to the private market soon.

## Systems

Its defence commitments, based heavily on the company's Scottish Group, are mainly in airborne radar, inertial navigation and direction systems (selected for the Tornado, the Nimrod Mark 2, the Sea Harrier and the U.S. Navy A12 strike fighters) and laser technology for range-finding and target-marking systems, both in the air and on the ground. In radar, the group has manufactured the bulk of attack radar systems for UK aircraft over the past 15 years, while the Seaspray version, in use with the Royal Navy, is also used by the Dutch, Danish and Brazilian navies.

Marconi, as a division of GEC, is exceptionally well placed for cash reserves and for group strength. GEC recently announced another year of record sales and turnover, while it is known that the company means to continue a policy of large-scale acquisition, especially in the U.S.

Marconi has three divisions concerned with military work—Marconi-Elliott Avionic Systems, Marconi Radar Systems and Marconi Space and Defence. Existing order books are recent full and the company's recent review points to continued strong growth in this area. Marconi has introduced a 3-D radar system, MARTELLO, completely backed by its own funds; has undertaken major work on the navy's two weapon systems, Sea Dart and Seawolf; completed a large radar station in the Shetlands for NATO; and continued development on the Sting Ray torpedo and the SINCgars communication contract for the Army.

Plessey may be described in shorthand to stand somewhere in the mind of City analysts. It is recognised as having problems, but, in recent months, has shown an upturn and looks in better shape than for years. Its major business remains telecommunications, where it has made major rationalisations. Like GEC, and Standard Tele-

phone and Cable, it is heavily committed to System X; its Garrant record turntable division is making lower losses than it was.

In defence Plessey Electronics and Plessey Marine are both seen as the company's most profitable divisions. It has a development contract with the Army valued at £100m for Project Puffin, a strategic battlefield communication system, and the production phase is thought near to starting. The AWS-5 ship radar has been bought by Denmark and West Germany, while a new tactical data control and display system, code-named Project Wavell, recently successfully completed its first phase.

Finally, Racal seems to be retaining its place as the stock market's darling. The Laurie Millbank report says of it that "more than any other major UK company Racal has exploited its product range in the market place . . . it has demonstrated its ability to make timely acquisitions and enter markets with major growth potential."

Tactical and strategic radio communications make up nearly half of the group's output, while data communications accounts for a further 30 per cent. Much of the company's growth may be attributed to the tactical division, which still accounts for around 35 per cent of its turnover.

John Lloyd

## Sidewinder and the F-16: the defense team of the 80's takes to the air.

Lifting off the runway is the F-16 Multinational Fighter—one of the world's most advanced fighter aircraft. On the wingtips, the Sidewinder AIM-9L, the free world's most advanced, short-range air-to-air missile. Together they make up a first line airborne defense team.

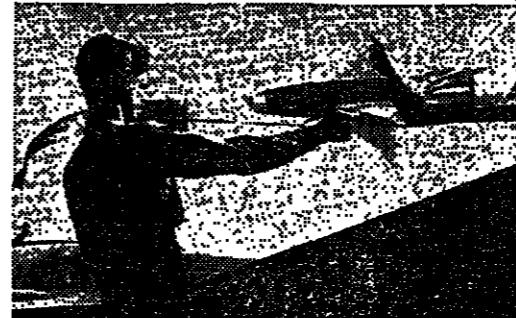
As a prime U.S. industrial support contractor for Sidewinder AIM-9L, Raytheon produces the missile's guidance and control section. Our company is also providing technical assistance to a European consortium—led by the Federal Republic of Germany—that will produce the AIM-9L for several NATO nations.

This is just one example of Raytheon's involvement in cooperative international defense programs. As systems contractor for production of NATO Improved Hawk, Raytheon

heads up an international effort involving 15 firms in five countries. And, we have recently marked 10 years of successful performance as systems manager for the seven-nation NATO Sparrow Missle System.

Government systems like these are an important part of our worldwide electronics business, one of five basic business areas at Raytheon. The others are energy services, major appliances, educational publishing, and heavy construction equipment. For copies of our latest financial reports, contact any of the offices or companies listed below, or write: Raytheon Europe, 52, Route des Acacias, 1227 Geneva, Switzerland, or our worldwide headquarters, Raytheon Company, 141 Spring Street, Lexington, Massachusetts 02173, U.S.A.

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مكتبة  
الجامعة  
الملكية





## INDUSTRIALS—Continued

Stocks

Pds

Lst

Pr

Cw

Yd

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PE

Pds

Stocks

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Yd

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## Aid Bill would mean 'drastic cut' in World Bank activity

BY OUR FOREIGN STAFF

WORLD BANK operations could be drastically cut if the U.S. Congress passes the 1980 U.S. Foreign Aid Bill with the restrictions on aid use imposed by the House of Representatives, according to Bank officials.

The issue is likely to come to a head in early October when the Bill goes to the Senate for consideration at the same time as the World Bank's annual meeting in Belgrade.

The restrictions, which Mr. Robert McNamara, the World Bank President, has called unacceptable, and which the Carter Administration has opposed, are that multinational aid agencies cannot use U.S. funds to lend to six countries: Vietnam, Kampuchea, Laos, the Central African Empire, Angola and Cuba.

The World Bank says it is not in a position to accept funds with conditions of this kind attached.

If the Senate follows the House's action, one immediate effect, according to Mr. Ernest Stern, Bank vice-president for operations, would be an end this

autumn to new lending by the International Development Association (IDA), the World Bank's soft loan affiliate.

The IDA is the biggest single source of concessionary aid to the Third World. Its loans are interest-free and repayable over 50 years. IDA credits totalled \$2bn in 1978-79, according to the World Bank's annual report, published today.

All contributions by richer governments to IDA are keyed to those of the U.S. The largest done. So if the U.S. money is not forthcoming, all other Government contributions will be withdrawn, say Bank officials.

The IDA's problems are com-

pounded by the fact that the U.S. is already deep in arrears on its IDA payments for the past five years and negotiations to replenish IDA funds between 1980 and 1983 are due to start shortly.

A doubling of the World Bank's original capital base from \$40bn to \$80bn, has also been stalled in Congress, but this is not a source of immediate concern for the World Bank.

Only 71 per cent of the capital increase will be put into Bank coffers immediately, and the U.S. share of this totals only \$800m. Subscriptions will not be paid in full until 1986, so the current mood on Capitol Hill may not be indicative of the mood then.

Conservative opponents of U.S. aid and the World Bank have succeeded for the past two years in getting the House of Representatives to write in restrictions on which countries should get U.S. aid. On both occasions, the Carter Administration, with help from the Senate, has managed to work out compromises, enabling the flow of funds to the Bank to continue.

Mr. Stern described past disputes between the Bank and the House of Representatives as "well-choreographed ballet—but the floorboards are getting more rotten." Bank officials are more pessimistic this year about the outcome on Capitol Hill, because the expulsion of the "boat people" has roused many Congressmen's anger, and because the composition of the

U.S. Senate is more conservative after last November's elections.

Assurances from the World Bank that no new loans to Vietnam are imminent (because of economic chaos there) have so far failed to stop Congress writing in specific restrictions.

The World Bank's annual report says that the developing countries' success in weathering the economic storms of the 1970s has now been thrown into question by economic uncertainties in the industrialised countries — their major export market.

While by the end of last year the current account position of oil-importing developing countries was no worse than in 1973, the Bank expected their overall payments deficit this year to be pushed up by the oil price rises to a total of \$42bn, an increase of \$10bn.

India and the East Asian countries are singled out for their strong development gains in the past year, but the Bank comments that overall for the Third World there is "no cause for rejoicing."

## Pandolfi set for top IMF position

By Jurek Martin in Washington

**SIG. FILIPPO MARIO PANDOLFI**, the Italian Treasury Minister, has emerged as the only serious candidate for the chairman of the International Monetary Fund's influential Interim committee, in succession to Mr. Denis Healey.

His accession will be made official when the committee meets in Belgrade on the eve of the annual meeting of the IMF and the World Bank, which starts on October 1.

The committee, comprising the world's leading Finance Ministers, is best described as the executive arm of the IMF, empowered to take the often political international decisions that the IMF bureaucracy, in its operational capacity, cannot make.

Although no rules exist about the chairmanship of the committee, which meets twice a year, it is traditional for the post to be held by a sitting Finance Minister. Mr. Healey, as Chancellor in the last British Labour Government, has held the position since 1977.

Mr. Healey was generally considered an extremely effective chairman of the Interim committee and his departure when Labour was ousted from power in May left something of a void in the international financial community.

Two principal candidates emerged to succeed him — Mr. Sig. Pandolfi and Herr Hannes Androsch, the Austrian Finance Minister. But Herr Androsch was known to have offended the West German Government in particular by his criticisms of the European Monetary System.

Sig. Pandolfi has, nonetheless, been considered a legitimate pretender in his own right. He is seen as one of the forces for stability in the turbulent seas of Italian economic policies in recent years.

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This is challenged by members of the companies' lobbying group.

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